






Vision


The Most Admired Bank

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Message from the Board of Directors



Dr. Vichit Suraphongchai
Director and
Chairman of the Executive Committee

Mr. Anand Panyarachun
Chairman of the Board

Mr. Arthid Nanthawithaya
Director and
Chief Executive Officer

The year 2018 was still a challenging year for the Bank which must operate in an environment that was continuously and rapidly changing. Although the Thai economy grew at a reasonable pace, the second half of the year was fraught with challenges from global economic slowdown and vulnerability from the US-China trade war. Moreover, technological disruption and shift in customer behaviour to emphasise convenience and financial solutions for new lifestyles have forever altered the landscape for the banking industry. The Bank must adapt in many dimensions to achieve sustainable growth and realise its vision of being **“the Most Admired Bank”**.

Siam Commercial Bank, the first Thai bank to lay a financial and banking foundation for Thailand, has weathered and overcome many economic storms for more than a century. The Bank recognises that a sustainable business is not one that focuses solely on economic performance, but an agile and balanced organisation that can quickly adapt to changes and create sustainable and equitable benefits for all groups of stakeholders. Therefore, starting in 2016, the Bank has stepped up its sustainability efforts by integrating economic, social and environmental considerations into the business operation with measurable goals to ensure concrete results. Marking another important success for the Bank is the fact that RobecoSAM, a global leader in corporate sustainability assessment, selected SCB to be a member of the Dow Jones Sustainability Indices in 2018 for the World Index and the Emerging Markets Index. The Bank was ranked #6 among global banking businesses on its sustainability performance in this assessment.

For more than two years, the Bank has undergone a major organisational reform under SCB Transformation with a focus on customer centricity to increase the Bank resilience in the face of emerging disruptions. Through the Transformation programme, the Bank focuses on developing digital and data analytics capabilities to best enhance its service quality as well as forming strategic partnerships across different industries to develop platforms and ecosystems that can deliver personalised product and service solutions to meet customer needs of all groups.

In March 2018, the Bank had taken an important step that set off a rippling effect in the finance and banking sector, that is, an announcement to eliminate fees for transfer, payment, and top-up transactions on digital channels which also led other banks to follow suit. Such decision stemmed from management’s belief that the Bank must put the customer first and when customers benefit, the Bank will also benefit. In other words, the Bank can grow its digital customer base exponentially which will bring down its operating cost in the long run as the cost-to-serve is lower on digital platforms than at bank branch network. This decision to eliminate digital transaction fees also represents a meaningful contribution to support the government policy to drive Thailand towards a cashless society. Considering the overall long-term impacts for all organisation, society, and country, this is a clear win-win decision.

Furthermore, the Bank places great importance to investing and preparing for the future by experimenting with new business models to ensure sustainable growth in the future context of uncertainty and rapid technological change. The Bank has partnered with experts to develop digital capabilities through its subsidiaries, namely Digital Ventures and SCB Abacus, which give the Bank access to cutting-edge technologies that can be applied to the Bank's business. The Bank also set up SCB 10X with a mandate to translate digital technologies into strategic products through a new business model to create distinct customer experience and value propositions. This new unit operates in a startup-like culture which encourages independence and experimentation to create disruptive innovations. The Bank believes that the combined strength of Digital Ventures, SCB Abacus, and SCB 10X will ultimately lead SCB to become "Bank of the Future".

At the same time, the Bank believes that sustainable business success requires a strong foundation in human capital and organisational culture, risk management, and corporate governance. The Bank creates organisational agility by having a team-oriented work structure that draws on employees diverse strengths and expertise, a flat organisational structure to speed up the decision making process, a customer-centric mindset, and a spirit of experimentation and willingness to learn from mistakes, which are all necessary to foster internal innovations. Moreover, the Bank has set up Digital Academy under the supervision of SCB Academy to prepare employees for their new roles and new operations in the digital age. The Bank also places high emphasis on adequate and proper risk management covering credit risk, operational risk, and cyber security, as well as market conduct which is one of the fundamental rights of all consumers.

On the social front, the Bank recognises the importance of financial inclusion for low-income consumers and senior citizens. The Bank has therefore collaborated with government organisations and relevant regulatory agencies with the support of the Bank of Thailand and the Thai Bankers' Association to develop and launch the "Basic Banking Account". To ensure an inclusive and fair access to basic financial services, this new product offers state welfare card holders and senior citizens a savings account that has no minimum balance requirements, no card issuance and annual debit card/ATM fees, and no account maintenance fees. The Bank also launched an initiative to apply AI technology to its personal loan and small business loan products to give an inclusive financial access to low-income people and business owners. The Bank uses big data analytics to understand customer purchase behaviour to improve its risk assessment which will help address the problem of informal debt and borrowing outside the formal financial system.

On the environmental front, the Bank recognises that climate change is a major global issue that impacts the quality of life in which all entities should do their parts in reducing such negative impacts. As a financial institution with an intermediary role of capital mobilisation and allocation, the Bank has pledged to take part in driving Thailand toward a low-carbon economy by lending to businesses and projects that help reduce greenhouse gas emissions, such as solar power project, wind power project, and mass rapid transit project. In addition, the Bank also focuses the efforts on building a culture of eco-efficiency and fostering environmental awareness among employees through various campaigns.

Sustainability Roadmap for 2019

The Bank will continue to focus on creating value and leveraging new capabilities from its early investment in SCB Transformation to create distinct customer experience and migrate more products and services to digital platforms. In addition, the Bank will still focus on growing the business from new capabilities by generating new revenue streams and lowering the Bank's cost base in different areas (please refer to "SCB 2019 Business Outlook" section for more details).

In addition to being proactive in the economic dimension, the Bank will strive to be a socially and environmentally responsible organisation. The Bank plans to build on its responsible lending initiative after the review and revision of its credit policy by

incorporating social, environmental, and governance risk assessment into the project finance approval process. This ESG risk assessment will be integrated in the database for verifiability to ensure that the Bank's project finance approval process is based on sound practices and aligned with global standards for responsible lending.

Lastly, we thank all stakeholders for their support and helpful feedback on the Bank's sustainability operations. We pledge our continued commitment to conducting business responsibly with sound environmental, social, and governance management to deliver value for all groups of stakeholders which will lead to lasting prosperity and sustainability for the society.



(Dr. Vichit Suraphongchai)

Director and
Chairman of the Executive
Committee



(Mr. Anand Panyarachun)

Chairman of the Board



(Mr. Arthid Nanthawithaya)

Director
and Chief Executive Officer

Investing in digital technology

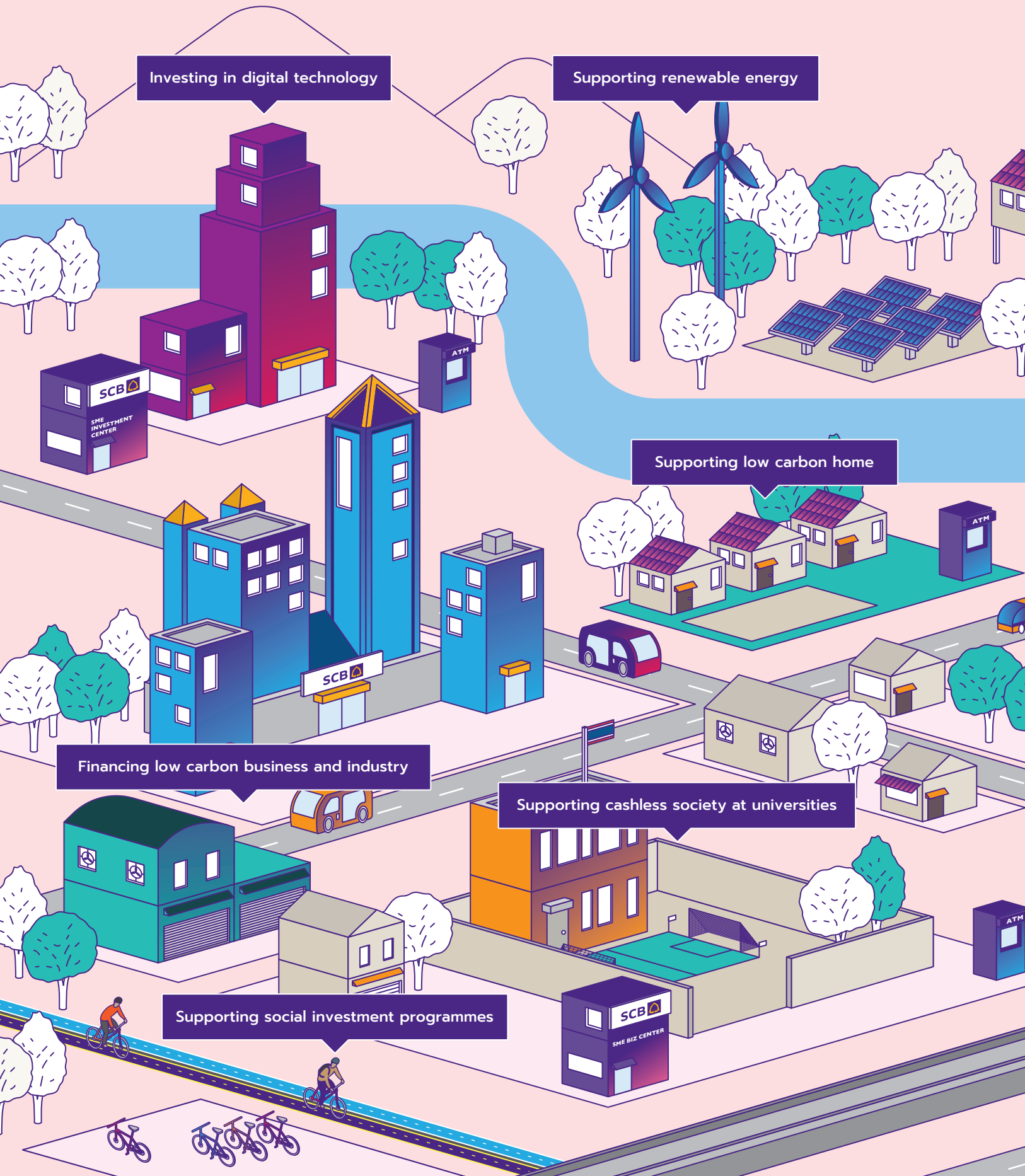
Supporting renewable energy

Supporting low carbon home

Financing low carbon business and industry

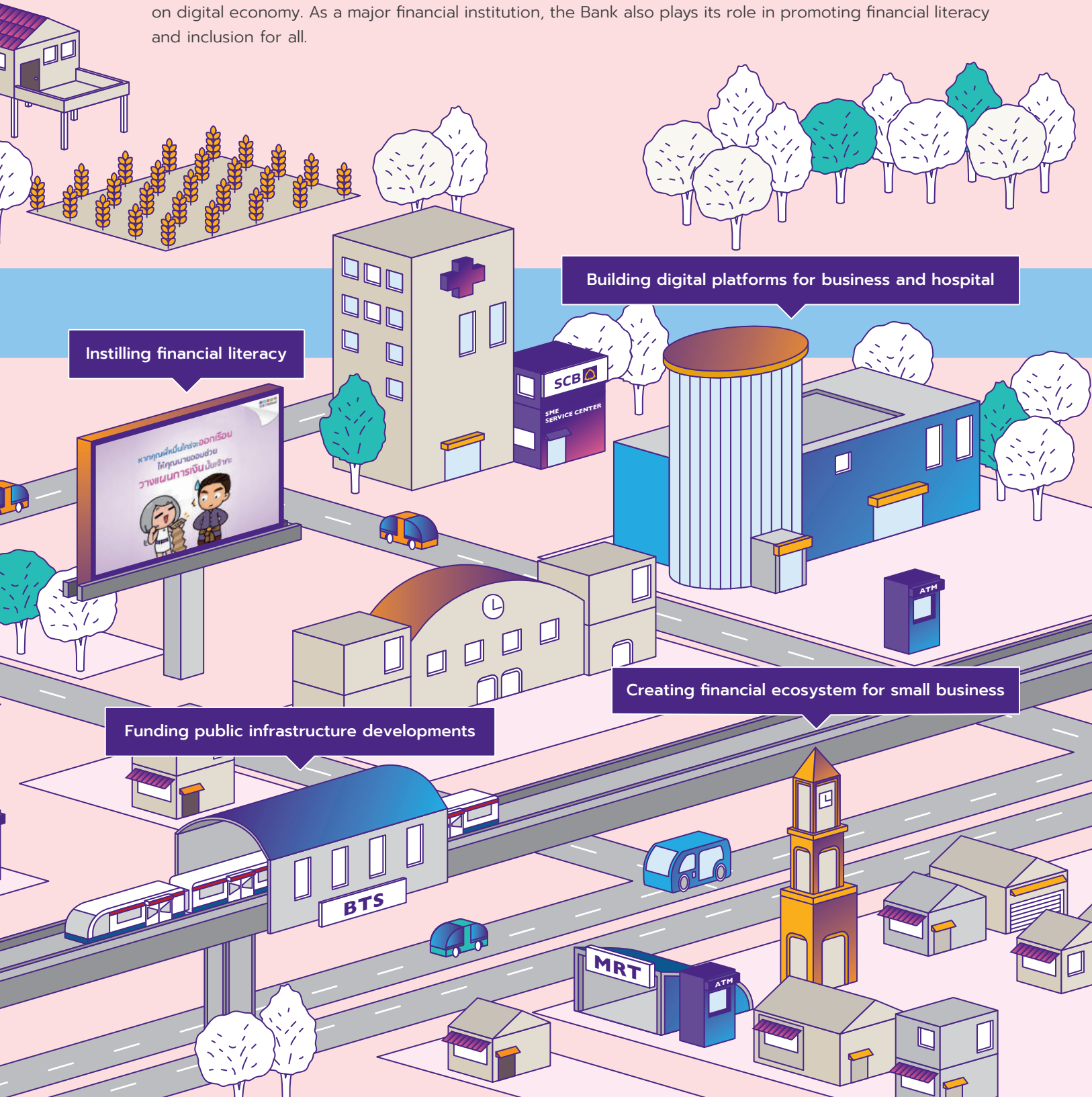
Supporting cashless society at universities

Supporting social investment programmes



Sustainable Banking

SCB is committed to operating its business with the goal of building economic and social developments throughout its value chain. The Bank provides financial supports to mega capital project developments and to small business entrepreneurs. Concurrently, the Bank offers products and services that help facilitate customer's lifestyle on digital platforms in driving the cashless experience, aligning with the national policy on digital economy. As a major financial institution, the Bank also plays its role in promoting financial literacy and inclusion for all.



About This Report (GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-54)

The Siam Commercial Bank Public Company Limited (SCB) has annually published Sustainability Report to serve as one of the channels to communicate with stakeholders on the Bank's commitment and performance under its sustainability strategy and framework. The report presents the overall sustainability performance on economic, social, environmental, and corporate governance dimensions of SCB and its subsidiaries from the period of January 1 to December 31, 2018. Net operating income of the Bank accounts for 92% of SCB consolidated net operating income.

The boundary and content of this report is based on SCB's assessment of its material sustainability topics with economic, social, and environmental impacts from the perspectives of both internal and external stakeholders. This report has been prepared in accordance with the GRI Standards: core option and Financial Services Sector Supplement as frameworks as well as aligning the Integrated Reporting (IR) approach on the six capitals for value creation. The Bank has commissioned Deloitte Touche Tohmatsu Jaiyos Audit Company Limited, an accredited independent assurer, to perform limited assurance on the selected topics for this report.

Process for Defining Report Content (GRI 102-46)

The Bank considers both internal and external factors to identify material sustainability topics with an explicit process based on the 10 GRI Standards reporting principles: Stakeholder Inclusiveness, Sustainability Context, Materiality, Completeness, Accuracy, Balance,

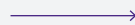
Clarity, Comparability, Reliability, and Timeliness. The process to assess materiality of sustainable topics entails:



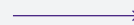
Identification



Prioritisation



Validation



Review



1. Identification

The Bank identifies material topics for its business and stakeholders by reviewing business directions and strategies, topics of interest for stakeholders, topics of global concerns within the context of sustainability in the banking sector, as well as sustainability trends in the global banking sector.



2. Prioritisation

The Bank's senior management and representatives from business units work together through a series of workshop to prioritise, both short term and long term, material sustainability topics. In addition, the Bank also conducts in-depth interviews with external stakeholders to gather information on material sustainability issues, expectations, and feedback related to the Bank's sustainability performance. The Bank will use this feedback to improve its operations to truly meet stakeholders' expectations.



3. Validation

The Bank's Management Committee verifies and approves the selected sustainability topics.



4. Review

The Bank regularly reviews the preparation process and information disclosure for the Sustainability Report. A wide range of communication channels, including an enclosed readers' survey at the end of the report, are available for stakeholders to give feedback on the Bank's sustainability performance and information disclosure which will be used for content and format improvement in the next report.

Stakeholder Engagement and Expectations (GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44)

The Bank encourages every business unit to engage with all 5 groups of stakeholders including customers, employees, shareholders, regulators, and society and environment through appropriate channels and activities to understand their expectations, perspectives, and suggestions regarding the Bank's operations. These engagement activities also provide an opportunity for

the Bank to communicate its sustainability goals and approaches to all stakeholders. In 2018, the Bank conducted in-depth interviews with stakeholders to gather stakeholders' feedback and opinions on material issues along economic, social, and environmental dimensions and their prioritisation of such issues to determine the content and development of this report.



Customers

Type of Engagement	Stakeholders' feedback and expectations	Example of SCB's Response
<ul style="list-style-type: none"> Customer relationship-building activities Information sessions on SCB financial products and services Providing financial advice and knowledge to customers through online media, branch network and other electronic channels Customer satisfaction surveys through telephone, questionnaire, and electronic channels Complaint channels and services through SCB Service Centre, Call Centre and branch network. 	<p>Building an inclusive financial ecosystem and helping Thailand transition to a cashless society are the Bank's key initiatives that have shown clear performance with strong business partnership and digital capabilities to offer personalised lifestyle solutions for today's customers. The Bank should have systematic processes and comprehensive product offerings to support customers at every stage of the business along with financial advisory services to help customers manage their businesses and prepare for the future.</p>	<p>Committed to continuous innovation to deliver products and services that meet customer needs in conjunction with employee training to maintain and raise the standard for customer service quality. The Bank also maintains a high standard in safeguarding customers' information and privacy with strict enforcement of customer confidentiality procedures and measures.</p>



Employees

Type of Engagement	Stakeholders' feedback and expectations	Example of SCB's Response
<ul style="list-style-type: none"> Meetings and online channels for policy and news announcement Employee meetings, seminars, and CSR activities Performance evaluation Employment engagement survey Employee development programme Employee recognition programme Employee hotline 	<p>A shift in the business direction toward digitization has an inevitable impact on the Bank's employees. Such change has been clearly and consistently communicated by senior management to ensure that employees are well-informed and prepared for the change. Nonetheless, because SCB is a large organisation, employees in certain functions are still concerned about business downsizing. The Bank should provide assurance by clarifying career paths, roles and responsibilities as well as giving employees at all levels the opportunities to develop their capabilities and grow with the Bank.</p>	<p>Having employee development programme and regular employee training as well as maintaining a safe, healthy, and conducive work environment.</p>



Shareholders

Type of Engagement	Stakeholders' feedback and expectations	Example of SCB's Response
<ul style="list-style-type: none"> • Annual General Meeting • Extraordinary General Meeting • 56-1 Report • Annual Report (Form 56-2) • Press Release • Quarterly financial report • Investor meeting/conference • Investor call • Equity analyst meeting • Global roadshow event 	<p>SCB Transformation is currently underway, marking an important turning point for the Bank's future business with significant investment in infrastructure and digital capabilities. To ensure that this investment will yield sustainable returns, the Bank should have strategies and processes in place for comprehensive risk assessment and management with a robust corporate governance framework.</p>	<p>Operate business under effective risk management framework and complying with the good corporate governance code while disclosing information in a complete, accurate, adequate, and timely fashion.</p>



Society and Environment

Type of Engagement	Stakeholders' feedback and expectations	Example of SCB's Response
<ul style="list-style-type: none"> • Projects and initiatives by SCB and the Siam Commercial Bank Foundation • Providing financial literacy education via online and electronic channels • Community and social survey • Community engagement activities 	<p>With the role of capital mobilisation and allocation, financial institutions such as SCB contribute to a higher standard of living for Thai society by managing social and environmental impacts from their business operations and sponsoring CSR projects or initiatives. The Bank should also consistently provide financial advisory and literacy for the public to promote financial inclusion.</p>	<p>Sponsoring community, social and environmental initiatives and encouraging regular employees participation along with providing appropriate products and services to increase financial inclusion and promote financial literacy for the community through online and electronic channels.</p>



Regulators

Type of Engagement	Stakeholders' feedback and expectations	Example of SCB's Response
<ul style="list-style-type: none"> • Assign Compliance function to serve as the Bank's regulatory liaison • Attend meetings and hearings on regulatory policies and guidance from relevant authorities • Attend forums on regulatory compliance • Prepare and provide support for regulatory audit • Seek feedback and guidance on regulatory compliance • Offer feedback on regulations through public hearings 	<p>The Bank has continuously improved its corporate governance practices, especially in the area of market and responsible lending which has a clear policy and process for integration of social and environmental risk. Nonetheless, the Bank should keep external organisations informed of its performance and impacts on society at large, such as layoffs and impacts from fintech, be it positive or negative impacts</p>	<p>Strictly comply with regulatory requirements and establish a sustainability strategy framework that covers economic, social and environmental dimensions, Report sustainability performance to external organisations and stakeholders as well as take action on regulators' suggestions and observations to make further improvement on the Bank's processes.</p>

Materiality Matrix (GRI 102-47)



Topics	SCB Sustainability Topics	GRI Standards	Impact Boundary					
			Internal		External			
			Employees	Customers	Shareholders	Regulator	Society and Environment	
To be the Most Preferred Partner	Customer Expansion	<ul style="list-style-type: none"> Product Portfolio 	●	●				
	Products & Services/ Customer Experience	<ul style="list-style-type: none"> Marketing and Product Labelling 	●	●		●		
	Digital Technology	-	●	●		●		
	Brand Management	-	●	●				
To be the Most Caring Employer	People Capabilities/ Workforce Planning	<ul style="list-style-type: none"> Employment Training and Education 	●					
	Employee Health, Safety and Wellbeing	<ul style="list-style-type: none"> Occupational Health and Safety 	●					
	Culture and Mindset	-	●	●	●		●	●
	Labour Rights	<ul style="list-style-type: none"> Labour Relations Management Freedom of Association and Collective Bargaining 	●			●		
To be the Most Responsible Corporate Citizen	Talent Attraction and Retention	<ul style="list-style-type: none"> Employment 	●				●	●
	Responsible Lending	<ul style="list-style-type: none"> Product and Service Labelling Active Ownership Product Portfolio 	●	●		●		●
	Financial Inclusion and Financial Literacy	-	●	●				●
	Empowering Community and Society	<ul style="list-style-type: none"> Local Communities 	●					●
To be the Most Prudent Bank	Climate Change Risks and Opportunities	-	●	●	●		●	●
	Operational Eco-Efficiency	<ul style="list-style-type: none"> Energy Water Greenhouse Gas Emissions Waste 	●				●	
	Anti-Corruption and Bribery	<ul style="list-style-type: none"> Anti-Corruption 	●	●	●		●	
	Corporate Governance	-	●	●	●		●	
To be the Most Prudent Bank	Risk Management	-	●	●	●		●	●
	Anti-Money Laundering	-	●	●	●		●	●
	Market Conduct	-	●	●	●		●	●
	Cyber Security	<ul style="list-style-type: none"> Customer Privacy 	●	●	●		●	●

SCB at a Glance

The Siam Commercial Bank (SCB) has been conducting the business alongside the Thai society for more than a century. SCB has three major subsidiaries including SCB Securities, SCB Asset Management and SCB Life Assurance which together offer a full suite of products and services to meet every financial need of all segments of customer.



Vision:

The Most Admired Bank




SCB head office is located on 9 Ratchadapisek Rd., Jatujak, Bangkok 10900 Thailand. The Bank also has 9 offices in 8 other countries to make its products and services widely accessible and to provide comprehensive coverage for customers' expanded trades and investments.









Overseas Office and Branch

- The Kingdom of Cambodia
- The Socialist Republic of Vietnam
- The Hong Kong Special Administrative Region
- The People's Republic of China
- The Republic of Singapore
- The Cayman Islands
- The Lao People's Democratic Republic
- The Republic of the Union of Myanmar

SCB Main Products and Services

Corporate Segment	SME Segment	Retail and Wealth Segment
 <ul style="list-style-type: none"> • Deposit account for business • Business lending • Business cash management • International trade finance and remittance • Foreign exchange services • Investment products • Investment banking • Corporate trust • Electronic business banking 	 <ul style="list-style-type: none"> • Deposit account for business • Credit for business • Business cash management • International trade finance and remittance • Foreign exchange services • Investment and insurance • Electronic banking for business 	 <ul style="list-style-type: none"> • Deposit products • Loan products • Credit products • Domestic fund transfer and international remittance • Bill payment and top-up products • Foreign exchange services • Investment and insurance products • Electronic banking

Main Products and Services of SCB's Major Subsidiaries

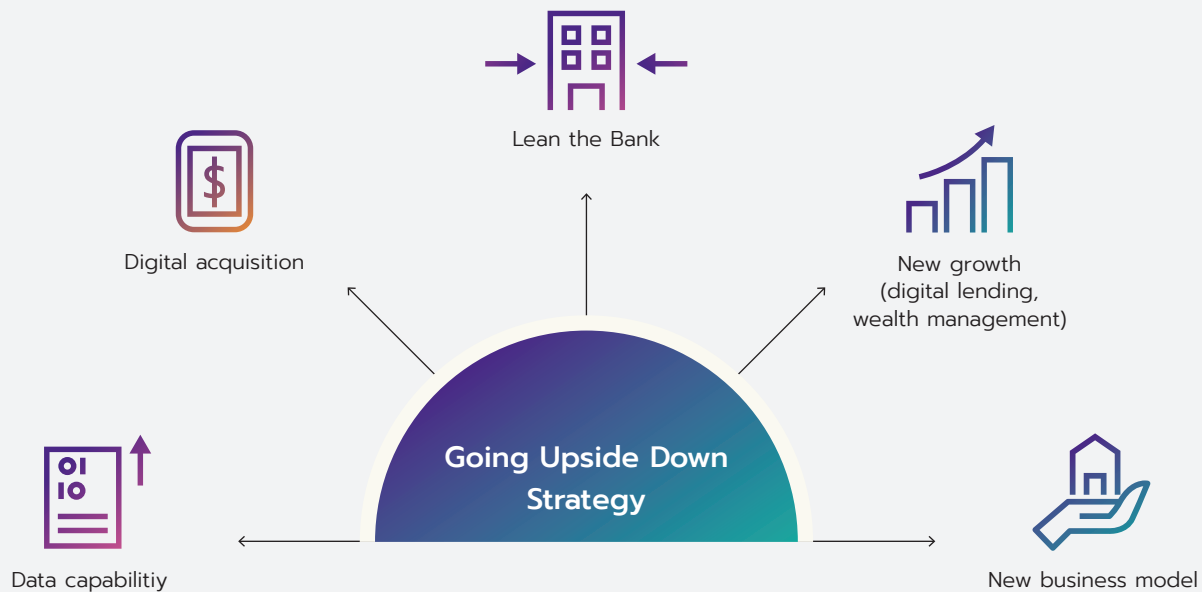
 <p>100% ownership</p> <p>(Net operating income of SCB Securities is accounted for 1.11% of SCB consolidated net operating income)</p>	 <p>100% ownership</p> <p>(Net operating income of SCB Asset Management is accounted for 1.72% of SCB consolidated net operating income)</p>	 <p>99.17% ownership</p> <p>(Net operating income of SCB Life Assurance is accounted for 6.77% of SCB consolidated net operating income)</p>
 <p>100% ownership</p>	 <p>100% ownership</p>	 <p>60% ownership</p>

Going Upside Down Strategy

Customer behaviour has changed significantly as a result of recent technological advancement. To adapt to this change, SCB aims to become “Bank as a Platform” that connects consumers with product and service providers to create distinct customer experience and compelling value propositions for every sector of the Thai society. In 2018, the Bank announced the “Going Upside

Down” strategy under SCB Transformation with the ultimate goal of becoming a digital platform driven by technology and data to create economic stability and growth for the country. The Bank believes that the strategy will revolutionalise its internal work processes and culture to enable and empower employees to use new technologies in their work.

Going Upside Down to be the Most Admired Bank



SCB Transformation

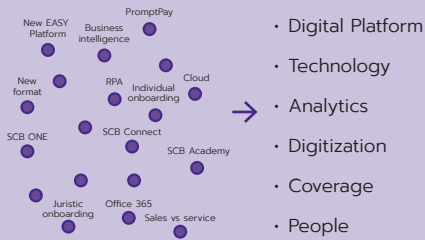
Today's rapid technological change has led the Bank to adapt by changing its operational model under the ongoing SCB Transformation Programme with a 5-year implementation timeframe (2016-2020).

The Transformation programme focuses on Foundation Transformation as well as Business Transformation to develop and increase the Bank's overall capabilities.

Fixing and building foundation

Going Upside Down Strategy

Creating and connecting 'dots' to build new foundations and capabilities



Realising values from the SCB Transformation Programme

Transforming business model and organisation

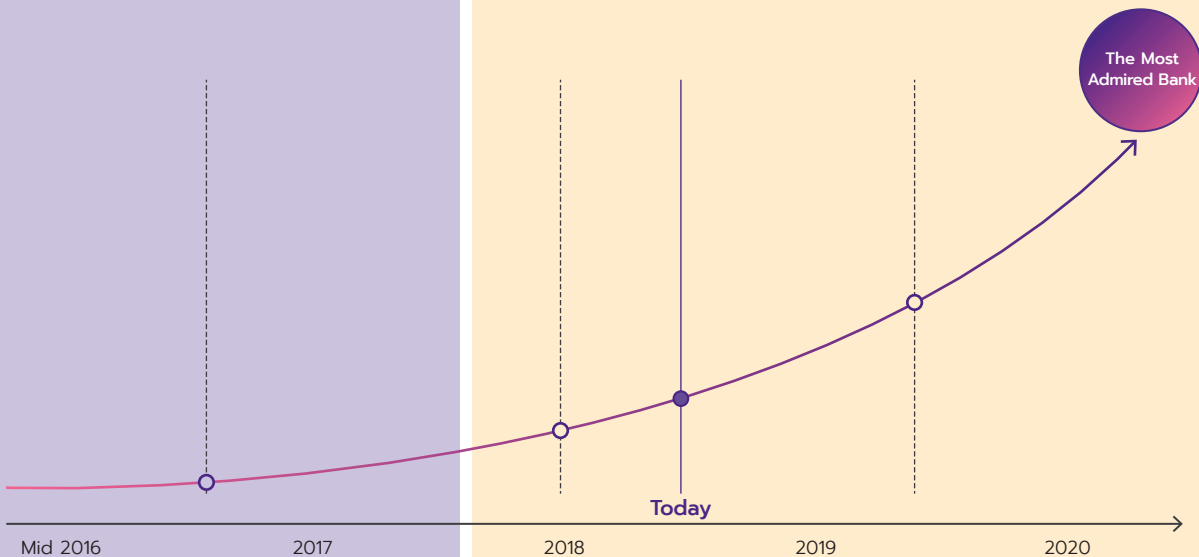
Realizing value from the Transformation Programme

Going Upside Down

Distinctive customer value propositions and engagement

- Lean the Bank
- Digital acquisition
- Data capabilities
- New growth (digital lending, wealth management)
- New business model

- Revenue enhancement
- Cost reduction



Sustainability at SCB

The Bank places great importance to integrating sustainability thinking into its business strategy to achieve a balance on three dimensions: organisational growth, environmental responsibility, and social development. SCB sustainability framework then rests on the foundation of creating economic and social growth and stability by offering financial solutions to address customer needs, improve

financial inclusion and literacy in Thailand, as well as creating value and trust for all groups of stakeholder. In formulating its sustainability strategy to achieve the vision of becoming “the Most Admired Bank”, the Bank carefully considers and reviews important sustainability issues in the context of the Thai financial and banking industries as well as global sustainability directions.



Customers



Employees



Shareholders



Society and Environment



Regulators

SCB Material Sustainability Topics

With the vision of becoming “the Most Admired Bank”, the Bank sets a direction and approach for its sustainability management by identifying and prioritising material sustainability topics. The Bank identifies and ranks the total of 20 sustainability topics along the dimensions of strategic alignment,

economic, social, and environmental impacts as well as contribution towards the Bank’s vision. Key sustainability topics for the Bank’s top priorities are: customer expansion, digital technology, and people capabilities/workforce planning.



Customer Expansion

Challenge

Customer expansion is one of the key components in SCB Transformation to address the issue of the current customer base being too limited and narrow for the Bank’s wide array of product and service offerings. If this issue is managed ineffectively or inadequately, the Bank’s long-term ability to grow revenue may be hampered. Therefore, the Bank has redefined its strategy to focus on widening customer base for every segment to create diverse revenue streams as well as maintaining its long-term competitiveness.

Approach

The Bank’s approach to grow its customer base is to redefine its strategies from product-driven to customer centric. The Bank also focuses on raising the standard of all service channels to create the best customer experience and enhance engagement by delivering product and service lifestyle solutions that meet customer needs. In addition, the Bank continues to form cross-industry strategic partnerships with a global reach to create a comprehensive financial ecosystem.

Goal

For a short-term goal, the Bank plans to expand customer base and increase market share in every customer segment by acquiring new customers, reactivating dormant customers, and increasing the

number of primary accounts. For a long-term goal, the Bank plans to be a leader in delivering customer experience with the highest customer satisfaction in every product and service offered.

Performance

The Bank has grown its customer base by leveraging modern digital technologies and innovations to deliver the best products and services for every customer segment, e.g. SCB Easy application with many features and services to meet customer needs any time, under the “Moment Banking” concept, strategic partnerships with other organisations to help SME customers realise their potential in the digital age, and innovative digital platforms for corporate customers to streamline back-office processes and reduce overall processing time. These customer expansion initiatives have proven a positive impact on customer experience as evident by the results of customer satisfaction through various methodology in 2018. Specifically, as targeted, the overall Net Promoter Score (NPS) that measures customer satisfaction of SCB was at 63 from 100, TRI*M Index that measures in-branch customer satisfaction at 100 from 134, eQ Index that measures customer satisfaction of call centre at 90 from 100, and the NPS of SCB Easy application at 80 from 100.



Digital Technology

Challenge

With rapid Fintech advancement, the Bank focuses on harnessing modern digital technologies to develop products and services that truly meet customer needs in the digital age by creating distinct customer experience. Therefore, the Bank puts great emphasis on developing best-in-class technologies as one of the key mechanism to run the business and prepare for future challenges, e.g. innovative mobile banking, new payment engine, etc. Failure to develop such capabilities may impose significant risk to the business from the perspective of digital technology which has become an integral part of business in the banking and financial industries today.

Approach

The Bank leverages its technology infrastructure to build digital platforms and data analytics technology to increase analytical accuracy and intelligence for both internal and external data sources. Moreover, the Bank invests for the future to drive exponential growth by setting up SCB 10X unit whose key responsibility is to innovate and apply digital technologies to develop strategic products under the new business model to create distinct value propositions and customer experience. Through this new internal business unit, the

Bank promotes digital innovation in a startup-like culture guided by a disruptive business model that focuses on forming partnerships with experts. In addition, the Bank also develops digital capabilities internally by working with Digital Ventures and SCB Abacus, which are the Bank's subsidiaries specialised in digital technology and artificial intelligence technology.

Goal

By 2020, the Bank plans to grow its digital customer base, share of digital transactions, and share of product and service sales through digital channels as well as further leveraging technology to lower its cost base.

Performance

At the end of 2018, the Bank's digital customers had grown significantly to approximately 9 million users, more than triple the level in 2017, with the share of digital transactions at 55% of total transaction volume. Moreover, the Bank also makes continuous improvement on its SCB Easy application to expand the range of product and service offerings to include, for instance, loan and credit card products, SME business services, travel insurance, and investment products. These products and services are now available 24/7 on SCB Easy application.



People Capabilities/ Workforce Planning

Challenge

To weather the storm of digital disruption requires a major shift in the Bank's operating model. This marks a significant turning point for both the Bank and its employees to adapt to such challenge so that the business can move forward and grow in the new environment. The Bank has continuously uplifted people capabilities through People Transformation to prepare employees for challenges in the digital age. Such initiative is part of SCB Transformation that has been in progress since 2016 to achieve the goal of being a "Caring Employer", component of the vision to become "the Most Admired Bank".

Approach

The Bank aims to build a culture of "Agile Organisation" by changing the employee's mindset and way of work to be agile and team-oriented to benefit from diverse capabilities and skills. The Bank set up the Agile unit with the goal of creating an effective work culture and style that will enable the Bank to stay on top of today's changes. In addition, the Bank also develops people capabilities through SCB Digital Academy which is a modern learning platform featuring courses from global content providers, such as Degreed and Udemy, so that employees can learn and

acquire skills in both digital technology and other subject areas relevant to their jobs. Furthermore, the Bank also supports internal mobility to promote well-roundedness as well as creating career growth opportunities for employees. To ensure that internal mobility functions effectively, the Bank has a process to continuously support and prepare employees to be successful in their new roles.

Goal

By 2020, the Bank aspires to be one of the top 5 on the list of best companies to work for as well as being recognised for its career growth opportunities. The Bank has a target to support at least 2,000 employees to rotate to new roles internally to advance their careers. At the same time, the Bank expects its Organisational Health Index (OHI) score to be in the top decile.




Performance

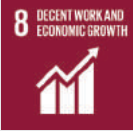


In terms of employer branding, the Bank was ranked 19th in 2018, up from 36th in 2016, in the list of best companies to work for in Thailand which it earns the highest ranking among companies in the banking industry. Moreover, more than 900 employees of the Bank were able to be internally rotated to new roles. The Bank's OHI score in 2018 was at 85 with an employee response rate of 98%.

Supporting UN Sustainable Development Goals (SDGs)

SCB 5 strategies towards “the Most Admired Bank” under the Sufficiency Economy Philosophy which SCB has long adopted also contributed to the UN Sustainable Development Goals. The Bank has

contributed to positive social changes in 6 SDGs to address stakeholders’ needs on an equitable basis. In 2018, the Bank’s sustainability performance and progress on UN SDGs are as follows:

UN Sustainable Development Goals	SCB Implementation	Alignment with SCB Material Sustainability Topics
 <p>Goal 1: End poverty in all its forms everywhere</p>	<p>Ensure inclusive and equal access to financial services for all individuals and business entrepreneurs and equip people with knowledge to promote financial discipline through a wide range of channels</p>	<ul style="list-style-type: none"> • Financial Inclusion and Financial Literacy • Customer Expansion • Empowering Community and Society
 <p>Goal 4: Ensure inclusive and equitable education and promote lifelong learning for all</p>	<p>Promote child development and learning by giving school-aged children throughout the country access to quality education to acquire skills for future careers</p>	<ul style="list-style-type: none"> • Financial Inclusion and Financial Literacy • Empowering Community and Society
 <p>Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all</p>	<p>Promote sustainable energy development in Thailand through responsible lending framework for renewable energy businesses and energy efficiency projects as well as providing financial advisory to business owners on investments in energy efficiency or eco-products</p>	<ul style="list-style-type: none"> • Climate Change Risks and Opportunities • Responsible Lending

UN Sustainable Development Goals	SCB Implementation	Alignment with SCB Material Sustainability Topics
 <p>Goal 8: Promote sustained, inclusive, and sustainable economic growth and productive employment and decent work for all</p>	<p>Offer a wide range of financial products and services to cover all segments of customers which will lead to economic growth and employment at both national and regional levels. Moreover, the Bank has a fair employment practices, treats employees equally, creates a safe work environment with quality of life for all employees, and helps to create jobs for people with disabilities.</p>	<ul style="list-style-type: none"> • Labour Rights • Employee Health, Safety and Wellbeing • Talent Attraction and Retention • Products & Services/ Customer Experience • Culture and Mindset • People Capabilities/ Workforce Planning • Empowering Community and Society
 <p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation</p>	<p>Create fintech for digital banking, promote financial innovation for businesses on digital platforms, and build on existing innovation through joint venture investments with local and global leading companies</p>	<ul style="list-style-type: none"> • Digital Technology • Products & Services/ Customer Experience • Cyber Security
 <p>Goal 13: Take urgent action to combat climate change and its impacts</p>	<p>Commit to climate change mitigation through internal resource efficiency programme as well as raising employees' awareness and willingness to help reduce the impact by participating in various initiatives</p>	<ul style="list-style-type: none"> • Climate Change Risks and Opportunities • Responsible Lending • Operational Eco-Efficiency • Empowering Community and Society



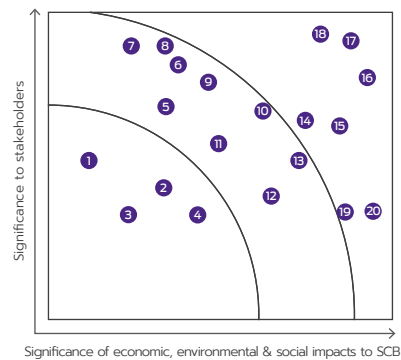


To Be...

The Most Sustainable Return Company

Voice from shareholders

“The Bank had invested significantly to develop organisational capabilities for the future. With this, the Bank should have strategies and management approaches in place to make sure that the expected performance and outcomes will be achieved and that the investment will pay off”



Material Sustainability Topics

Shareholders' key concerns are financial performance together with the Bank's ability to create shared value with society and environment to achieve balanced and sustainable long-term returns.

2018 Sustainability Performance Highlights

To be... the Most Sustainable Return Company



Shareholders



Details on page 26

- Net operating income Baht **138.2** billion
- Net profit Baht **40,068** million
- Return on equity **10.8%**
- Return on assets **1.3%**

To be... the Most Preferred Partner



Customers



Details on page 36

- Transaction volume through branch network and digital channels were **8.5** million and **78.6** million
- Number of SCB Easy application user increased to approximately **9** million with a Net Promoter Score (NPS) of **80** (range 0-100)
- In-branch customer satisfaction TRI*M Index at **100** compared to a target of **98** (range 66-134)
- Call centre customer satisfaction eQ Index at **90** compared to a target of **92** (range 0-100)
- Overall customer satisfaction towards SCB through NPS at **63** (range 0-100)

To be... the Most Caring Employer



Employees



Details on page 52

- Organisational Health Index (OHI) at **85%** compared to a target of **86%**
- Employee training averaged **71** hours/employee compared to a target of **40** hours/employee
- More than **900** employees successfully rotated to new roles compared to a target of **2,000** employees
- Employee absentee rate at **0.90%** compared to a target of **1.00%**

To be... the Most Responsible Corporate Citizen



Society and Environment



Details on page 76

- Total energy consumption: **50,215** megawatt-hours
- Scope 1 and Scope 2 GHG emissions: **21** and **20,406** million tonnes of carbon dioxide equivalent respectively
- More than **2,400** SCB Basic Banking Accounts
- Employee volunteer: **25,095** hours

To be... the Most Prudent Bank



Regulators



Details on page 100

- Maintain **"5 Star Excellent"** rating from the Corporate Governance Assessment of Thai Listed Companies by the Thai Institute of Directors
- Maintain **100** score in the Assessment of Shareholder Meetings by the Thai Investors Association

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

SAM
Sustainability Award
Silver Class 2019

Selected as a member of Dow Jones Sustainability Indices (DJSI) for the World Index and the Emerging Markets Index in Banks sector and received a silver class from Sustainability Award 2019 ranking by SAM the Sustainability Yearbook 2019



Selected a member of FTSE4Good Index Series for the FTSE4Good Emerging Index

Received an AA¹ ESG rating for a banking business from MSCI

Received a B rating on CDP Climate Change Program from CDP

Listed in the Thailand Sustainability Investment Index (THSI) and received the 2018 SET Sustainability Awards in Outstanding Category

Note: ¹ ESG Ratings are based on a 7-tier scale AAA, AA, A, BBB, BB, B and CCC from highest to lowest

Value Creation for Stakeholders

SCB believes that a sustainable bank must be able to deliver good performance with conscientiousness to invest in sustainable growth as well as gaining trust from all groups of stakeholders. In setting its business direction, the Bank therefore takes into consideration other factors, beyond monetary

profits, including impacts resulted from its operations such as promoting financial inclusion for Thai people from all strata of society, offering lifestyle financial solutions that meet customer needs, responsible lending, and improving financial literacy.



Ways to be a Sustainable Bank

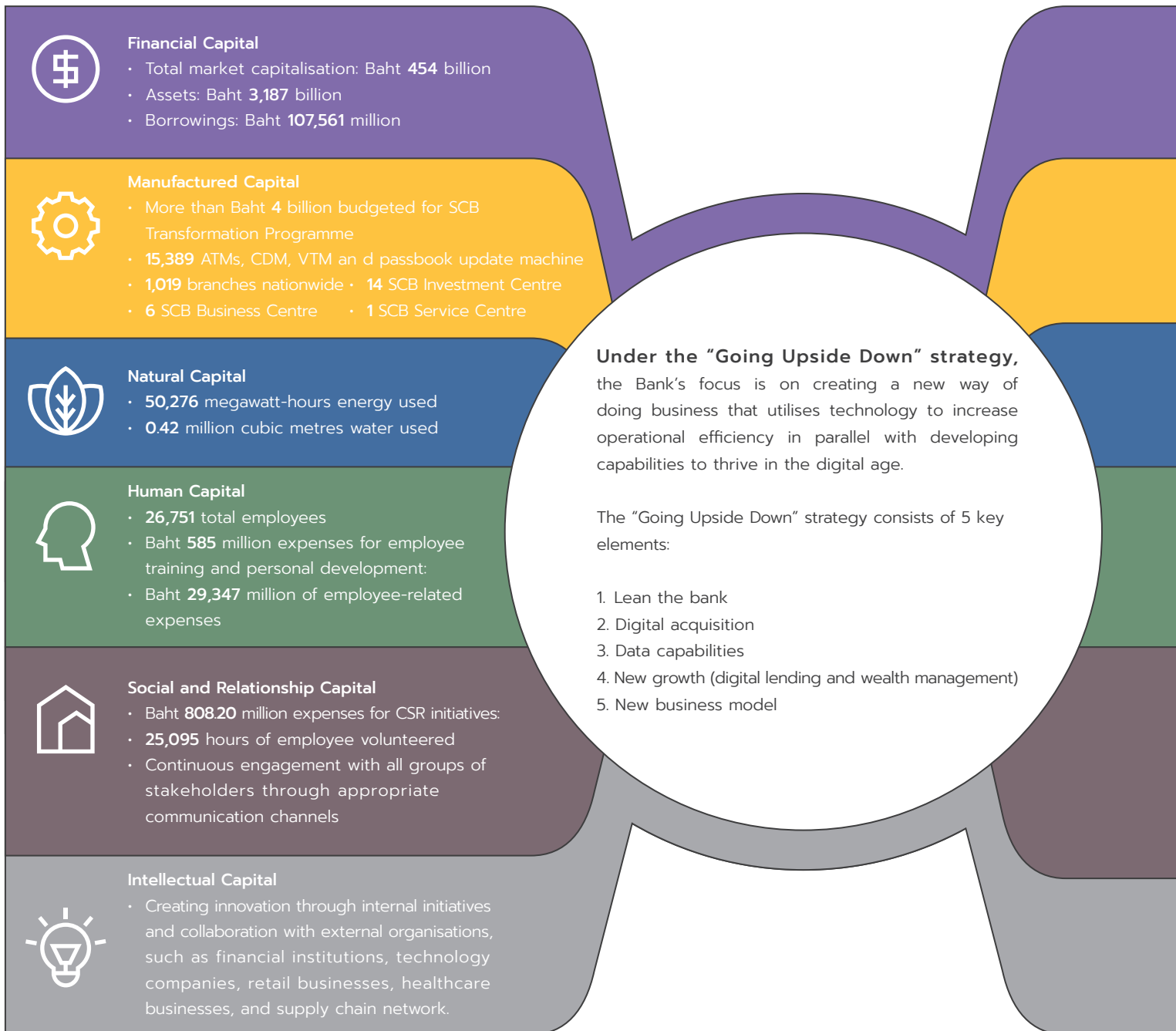


Ethic and Integrity	Digital Transformation	Inclusive Growth	Sustainable Growth
<p>Uphold corporate governance principles and the code of conduct</p>	<p>Adopt digital innovation to increase operational efficiency and create business opportunities with thorough risk consideration</p>	<p>Create new channels to provide inclusive and personalised customer services in parallel with improving financial literacy among vulnerable groups which will lead to financial stability in the Thai society.</p>	<p>Promote sustainable development both internally and externally by achieving an appropriate balance between economic growth, people development, and social and environmental concerns.</p>

SCB Value Creation

SCB's approach to business not only creates economic benefits to facilitate growth but also creates shared value, both directly and indirectly, for all stakeholders. The Bank's performance is driven by carefully considered strategies to create value for both the Bank and society at large.

Input



Note: Data as of December 31, 2018

Data on Natural Capital are that SCB's main buildings only

Output

- Baht **138.2** billion of total operating income
 - Baht **40,068** million of net profit:
 - Return on equity: **10.8%**
 - Return on assets: **1.3%**
-
- **8.5** million transactions at branch network
 - **78.6** million of digital transactions:
 - **55.7** million ATM/CDM transactions
-
- GHG Scope 1 emissions: **21** million tonnes of carbon dioxide equivalent
 - GHG Scope 2 emissions: **20,406** million tonnes of carbon dioxide equivalent
-
- Baht **27,347** million of employee compensation and benefits
 - Average employees' training and development: **71** hours per employee per year
 - Return on employee investment: **3.50%**
 - Organisational Health Index: **85** out of **100**
-
- Branch network's TRI*M index: **100** (range 66-164)
 - Bank's NPS: **63** out of **100**
 - NPS for SCB Easy: **80** out of **100**
 - eQ Index of SCB Call Centre: **90** out of **100**
-
- The Bank has developed and introduced a variety of innovations, such as an application for educational institutions, ecosystem and financial technology for retail businesses, application of blockchain technology to the supply chain network.

Value to stakeholders

Financial institutions play a crucial role in stimulating national economic growth and generating income by offering responsible products and services that support inclusive access to capital by pursuing business strategies with a clear vision to create value and sustainable returns for shareholders.

The Bank invests in digital technologies and capabilities to develop personalised and inclusive products and services that facilitate efficient, secure, and fast banking transactions for customers.

The Bank manages and avoids adverse environmental impacts by reducing the use of natural resources and complying with environmental requirements and best practices to alleviate the impact of climate change together with taking part in Thailand's transition to a low-carbon society.

Create career growth opportunity for employees by providing training on a wide range of topic areas and encouraging internal job rotation so that employees at all levels have an opportunity to develop well-rounded skills. The Bank also focuses on increasing employee wellbeing at all levels.

Strengthen relationships with every group of stakeholders by using digital capabilities to develop financial solutions for customers to create positive customer experience with the highest customer satisfaction. Through appropriate communication channels, the Bank are always open to stakeholders' feedback and stakeholders' to further improve the business to become "the Most Admired Bank."

Technology and innovation help drive competitive advantage and risk management effectiveness as well as creating business opportunities to provides inclusive products and services that meet customer needs.

SCB 2019 Business Outlook



Toward the “Bank of the future”

The Bank focuses on building and strengthening its foundation and business model under SCB Transformation programme and implementing the “Going Upside Down” strategy to build new digital capabilities and optimally utilise big data to improve service quality. The Bank also forms cross-industry strategic partnership to develop platforms and create a lifestyle ecosystem to serve

retail customers needs on lifestyle, travel, retail, and health & wellness as well as building a digital commerce ecosystem to help corporate and SME customers grow their businesses in the digital age. The Bank’s 3-year strategic plan (2019-2021) consists of two major components: growing core business growth and customer-centric investment for the future.

SCB 3-year Strategic Plan (2019-2021)

Growing Core Business

Focus on realising value and applying capabilities from the initial investment in SCB Transformation and the Going Upside Down Strategy to deliver distinctive customer experience with the goal of growing digital customer base and shifting product and service distribution toward digital channels. In addition, the Bank focuses on leveraging the new capabilities to create new revenue streams and lower its cost base.

- Growth from lending business through loan portfolio optimisation which will allocate more weight to consumer and small business financing and leverage digital and data capabilities to create new revenue streams within an appropriate risk limit
- Growth from wealth business through strategic partnership with Julius Baer, a leading Swiss private banking group, to provide services to high net worth customers by using digital technologies to enhance customer experience for the private and affluent segments.

Customer-centric Investment for the Future

Through its subsidiaries e.g. Digital Ventures and SCB abacus, the Bank forms partnership with experts to build technology capabilities, allowing the Bank to tap into leading innovations and apply relevant technologies, including AI and big data analytics, to the Bank's business. Moreover, the Bank formed a new internal unit, SCB 10X, with the mandate to translate digital technologies into strategic products through a disruptive business

model to create new value proposition and customer experience. SCB 10X operates in a culture that encourages intellectual autonomy and experimentation among employees to create innovations. The combined strength of Digital Ventures, SCB Abacus, and SCB 10X will contribute to transforming SCB into "Bank of the Future" with sustainable solutions to the constant and rapid changes in customer needs.



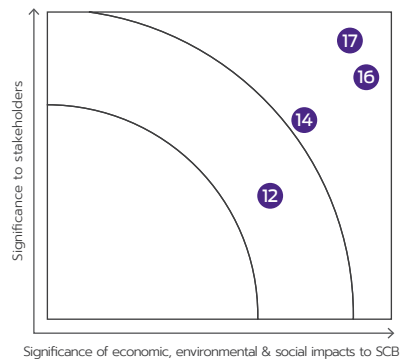


To Be...

The Most Preferred Partner

Voice from customers

“Digital technology is crucial for today’s business operation. SCB should leverage such technologies to gain customer insights in order to deliver comprehensive end-to-end product and service solutions tailored to the needs of customers from every segment’s needs”



Material Sustainability Topics

- 17 Customer Expansion
- 16 Products and Services/ Customer Experience
- 14 Digital Technology
- 12 Brand Management

Products and Services/ Customer Experience



At SCB, customer experience involves employees' capabilities and attentiveness; technology and innovation to create right products and services; and to maintain comprehensive customer feedback channels to continually improve products and services

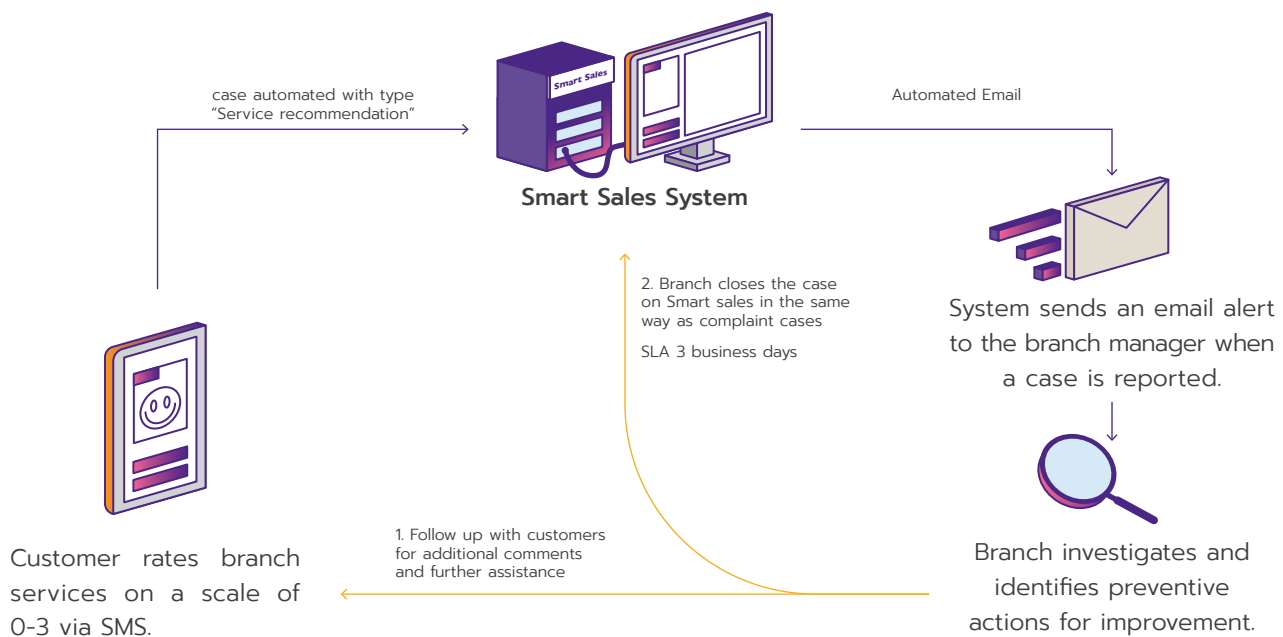
that truly meet customer needs. To deliver the best customer experience, the Bank works on four following key areas: building a customer-centric culture, leveraging technology and innovation, optimising work process, and developing people capabilities.

Building a Customer-Centric Culture

The Bank values customer feedback and, therefore, provides a variety of channels through which customers can voice their opinions, such as through SCB Easy application, branch network, and call centre. The Bank also improves its immediate complaint processing system to quickly resolve any

issues that customers raise by utilising closed loop feedback management in the Smart Sales system. This system enables the Bank to investigate cases, monitor resolution progress as well as identifying preventive actions for continual improvement.

Closed Loop Feedback





#MakeNoSense:

In 2018, the Bank launched the “#MakeNoSense: Fix Things that Don’t Make Sense” programme to build a “customer-obsessed” culture with a willingness to go the extra miles to help customers find a solution or fix a problem. The program encourages employees to report any process or service problems raised by customers which will then be registered and go through the Bank’s feedback management process. Cases are classified and assigned to managers within their respective areas of responsibilities

who will prioritise and resolve issues in the order of importance. Managers also work closely with the Customer Experience team to ensure that problems have been addressed satisfactorily from the customer’s perspective to ensure the best customer experience. By the end of 2018, the Bank received over 3,000 comments which the Bank has taken actions to address, e.g. credit card transaction alerts through mobile application SCB Connect and SCB Easy, and the flexibility to which customers can access certain services, such as replacing a bank book in the case of loss, at any branch (i.e. Any Branch is Your Home Branch).

In parallel with welcoming and incorporating customer feedback to improve the Bank’s processes and operations, the Bank also conducts customer satisfaction survey upon all customer segments through a variety of channels, such as call centre, SMS, LINE application under SCB Connect account,

and “You Tell Us” feature on SCB Easy application. Customer satisfaction survey is mainly conducted at branch network where most transactions and direct interactions with customers take place. The survey informs the Bank with insights to develop better products and services to meet customer needs.

Customer Satisfaction: Branch Network	2015	2016	2017	2018	2018 Target
TRI*M Index (Score) (Score Range 66-134)	96	96	99	100	98

The Bank also gathers customer satisfaction data for other services, such as call centre, SCB Easy application, and SCB overall, by using appropriate

survey methodologies for each type of services. The survey results indicate satisfactory performance as shown below.

Customer Satisfaction Survey 2018

Call Centre	SCB Easy Application
eQ Index (Score Range: 0-100)	Net Promoter Score (NPS) (Score Range: 0-100)
90	80
SCB Overall	
Net Promoter Score (NPS) (Score Range: 0-100)	TRI*M Index (Score Range: 66-134)
63	94

Leveraging Technology and Innovation

Since transaction speed forms a key part of customer experience, the Bank has rolled out "Purposeful Lending, loans for education and medical care, accessible via SCB Easy application. This new product utilises Artificial Intelligence technology

in assessing the customers profile and does not require a guarantor for credit approval, making financial services more accessible for people in urgent need, while increasing financial accessibility for Thais.

In 2018, the Bank approved a total loan amount of Baht 5.5 million for 63 customers who applied for the Purposeful Lending for education and medical care.

The Bank also developed SCB Breakfast application for internal communication which allows employees to access and review information on the Bank's product and service anytime and anywhere to serve customers more effectively. This mobile application presents product and service information in a format that is concise and easy to understand and serves as a virtual personal assistant for employees through their mobile phones. SCB Breakfast was piloted in 2018 with 15,000 branch employees, call centre representatives, and private banking advisors for wealth products, of which more than 80% used the application. In 2019, the Bank targets to have more than 80% of employees become regular SCB Breakfast users as well as making the application more widely available. The Bank will continue to add new features to SCB Breakfast to prepare employee's readiness and to provide the best customer experience possible.



**SCB Breakfast
More than**

80 %

of employees used SCB Breakfast
by the end of 2018

2019 Target:

80 %

of employees are active users



Optimising Work Process

With a customer-centric mindset to provide the best products and services, the Bank has reviewed and streamlined more than 400 service level agreements (SLAs) and adopted the “Moment Matter” service model whereby every service moment of a customer matters. Through the comprehensive use of

technologies such as voice biometrics authentication and speech recognition, the Bank aims to improve and facilitate services qualities, such as, at the call centre, in conjunction with employee’s capabilities in using technology and servicing.

Developing People Capabilities

In today’s business context, technology and innovation have not only become an integral part of many financial institution’s operations, but also affected customer lifestyles and needs. Therefore, the Bank focuses on developing its employees’ capabilities

alongside innovation and technology by raising human resource investment in uplifting people’s capabilities in technology. For instance, by expanding training courses to include both core knowledge and service skills through various online channels.



Customer Expansion

The Bank aims to grow its customer base by developing products and services that meet the needs of all customer segments through leveraging cutting-edge technologies to make transactions secure and convenient, delivering the best customer experience possible. This effort does not only make financial services more accessible to the Bank's customers and stakeholders, but also serve as an impetus for growth for the Bank and the Thai economy as a whole.

Customer Expansion through Digital Platforms

One of the Bank's priority is to digitise transaction processes and services with innovations and technologies in order to create distinctive experiences and personalised solutions for all customer segments.



To become the leader in digital banking, the Bank has developed and launched SCB StartBiz, the first business digital platform in the world with e-KYC and e-Signature technologies, to streamline account opening processes and reduce documentation requirement down to only a Thai national ID card. The system then connects customer data from the database of Department of Business Development -- Ministry of Commerce which, in turn, allows real-time processing anywhere, anytime. To date,

more than 15,000 juristic customers have used this service. Furthermore, in the fourth quarter of 2018, the Bank unveiled its latest version of internet banking called "SCB Business Anywhere" that comes with new functionalities, such as instant transaction search, financial status display on multiple devices (Multi-device Anywhere Anytime) and a self-administration option. At the end of 2018, there were more than 13,000 corporate customers using SCB Business Anyway.

In addition, the Bank has launched “SCB Digital L/G”, an end-to-end electronic service that promptly issues and delivers letters of guarantee to suppliers or beneficiaries. With the ability to define the scope and check transaction status at their convenience, customers can request this service online anywhere anytime, eliminating the need to visit a branch. The security system is also designed to be compatible with blockchain technology for future upgrades.

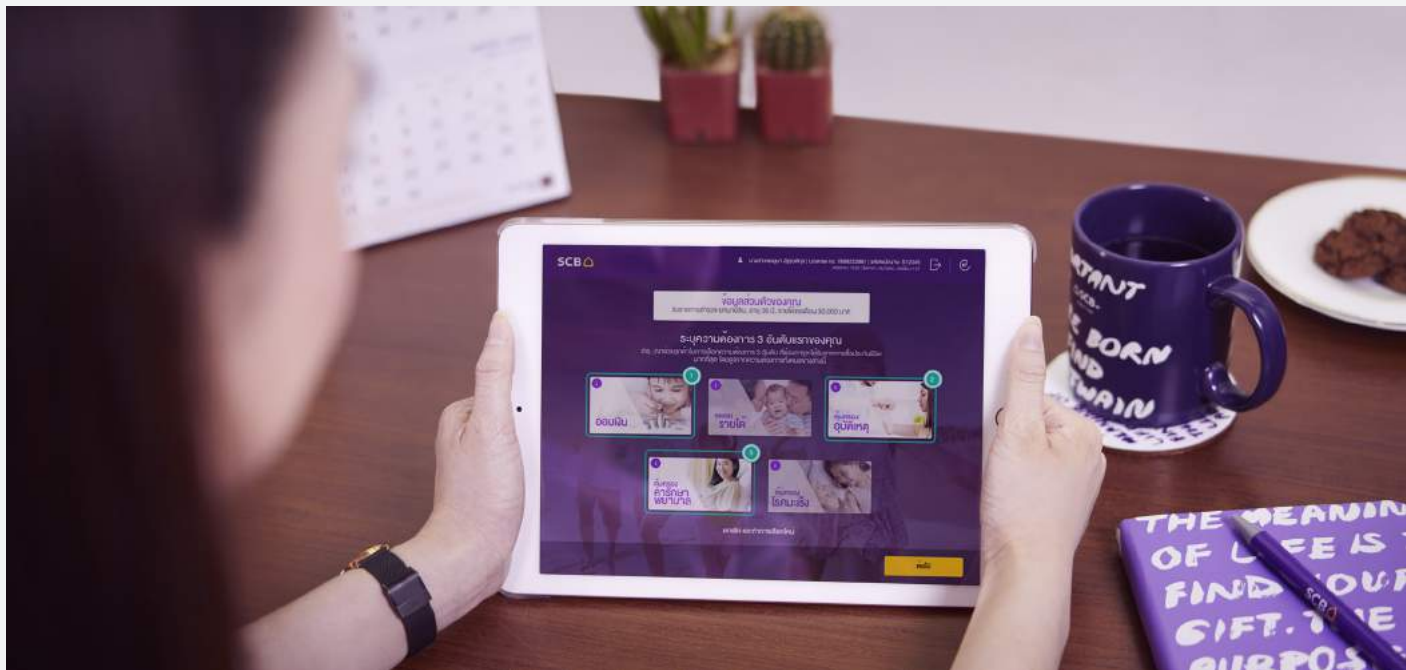
For retail customers, the Bank focuses on improving internal processes and using new digital technologies to develop products and services that truly address customer needs, especially for low-income and self-employed customers who can now access the Bank’s products and services through digital channels. For example, SCB Easy app uses data analytics technology to efficiently perform credit assessment and indicate preference.

For wealth customers, the Bank has developed iPlan app to provide personalised insurance advice and recommendations tailored to specific customer needs based on needs analysis and protection planning. Not only does such process create a better customer experience, it also reduces market conduct risk by enabling employees to work efficiently under processes and procedures set out by the Bank.

Another innovation that has been developed to deliver the best customer experience to wealth

customers is the wPlan app. Available to wealth management advisors on electronic devices, the app can show information on a customer’s assets held within the SCB Group as well as product recommendations based on an open architecture technology which gives customers access to a wide range of product options. The wPlan app helps customers make well-informed investment decisions to achieve their investment objectives, in terms of both risk appetite and wealth targets.

Furthermore, the Bank has developed iOnboard, an digitised system that makes account opening process faster and more convenient, creating a positive customer experience. Under the “One Wealth” concept, customers only need to open an account through the system once, which takes less than 10 minutes, to access all transactions. The iOnboard system will scan the information from the customer’s Thai national ID card and verify with Department of Provincial Administration online and in real time that the card has not been reported lost or stolen to prevent identity theft. The Bank has, so far, opened more than 1.5 million accounts with the iOnboard system. The system will also use facial recognition technology for customers’ identity verification (KYC), thereby reducing errors in comparing customers’ identity with their ID cards as well as making identity verification for in-person account opening service more efficient and accurate. The technology is still in the Bank of Thailand’s regulatory sandbox.

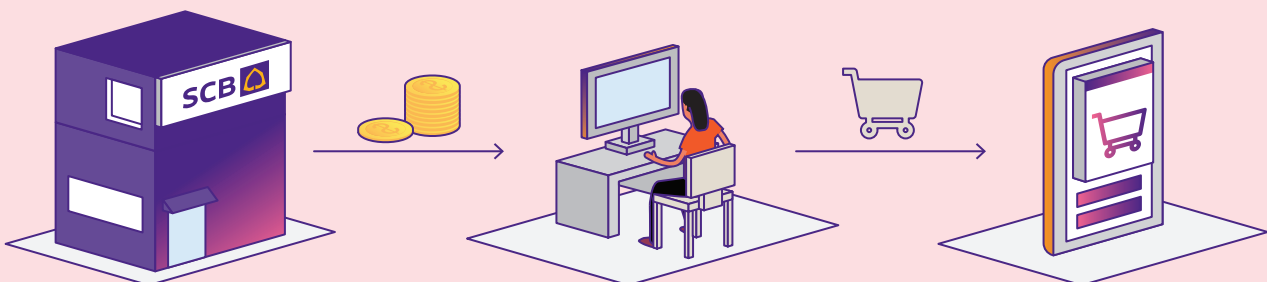




Mae Manee Sri online loans

SCB is the first bank in Thailand to offer digital lending to SME customers who sell their products through e-Marketplace. Through collaboration with SCB Abacus, this digital lending platform uses AI and machine learning technologies for credit analysis and approval to determine both appropriate credit limits and loan periods. Through a strategic partnership with Lazada, customers who sell their products on Lazada platform can get online loans approved within 15 minutes, as opposed to 3-7 days in the past, typically with lower interest rates. The Bank targets to extend more than Baht 500 million in digital lending to Lazada customers by 2019. There are no overdue payments from this lending service to date.

The platform's success in translating digital technology into a greater digital lending experience has earned the Bank international recognition for innovation. Specifically, the Bank received the Global Retail Banking Innovation Awards 2018 in the Best Data Analytics Initiative category from the Digital Banker, a global news provider and content distributor of business intelligence for the financial services sector. The Bank was also won the Digital Disruptor of the Year by International Data Corporation (IDC) from the IDC Digital Transformation Awards 2018 or DX Awards.



Customer Expansion through Partnership Network

To help customers reach their full business potential in the digital age, the Bank has formed partnerships and collaborative networks with external organisations with the goal of enhancing competitiveness and business opportunities for the Bank's customers.

With the commitment to helping SME adapt to changing customers' behaviour in the rapidly evolving digital age, the Bank has partnered with Google Thailand to promote digital technology adoption among SME businesses. By creating an online identity with Google My Business, SME customers can pin their business locations and include business profiles, e.g. company names, types of business,

operating hours and phone numbers, to facilitate Google Search and Google Maps navigation. This is an efficient business tool that can help SME increase sales as well as driving Thailand along the path toward Digital Economy. The Bank targets to have 50,000 customers registered for Google My Business. At the end of 2018, there were over 29,000 SCB customers using the platform.

Building digital platforms for SME customers

From the success of Chatuchak Guide app in 2017 which has brought online visibility to SME in the Chatuchak market, the Bank has developed and launched e-Marketplace platforms for other popular tourist areas in Thailand, such as Rattanakosin Island and Platinum Department Store. These platforms not only help raise competitiveness in the digital

age for local entrepreneurs by merging online and offline shopping experiences, but also improve tourists' experience and strengthen the Thai tourism industry. In doing so, providing services on digital platforms is one of the Bank's strategies to expand customer base.



Chatuchak Guide

196,260 downloads



Rattanakosin Guide

4,344 downloads



Platinum Guide

1,864 downloads

Note: Information as of December 31, 2018



Digital Technology

Digital technology plays a key role in today's businesses by enhancing product and service potential and creating a competitive advantage. To increase its digital capabilities, the Bank pursues the "Bank as a Platform" concept by leveraging financial technology, such as artificial intelligence (AI) and blockchain, as well as building a robust financial ecosystem which will uplift financial services and drive Thailand toward a cashless society.

The Bank continues to develop and improve SCB Easy application to become a truly digital bank. In 2018, SCB Easy application underwent further iteration and improvement to ensure maximum stability, security

and speed while delivering lifestyle solutions that truly meet the needs of today's consumers. New features, such as online account opening using biometric technology on mobile phones, online cheque services, lending and insurance services were added. Moreover, the Bank introduced chatbot technology to LINE application under SCB Connect account, the first in Thailand to merge banking services with social media technology. With SCB Connect, customers conveniently receive account activity and payment alerts, check overdue payments and remaining balances for credit cards, debit cards, and loans without any fees. Currently, there are more than 4.3 million SCB Connect users.

Digital related figures

SCB Easy application users

~9 million

Share of self-employed user rising to

89 %

from 2017

Average access of

23 times per month

More than

86 million transactions

More than

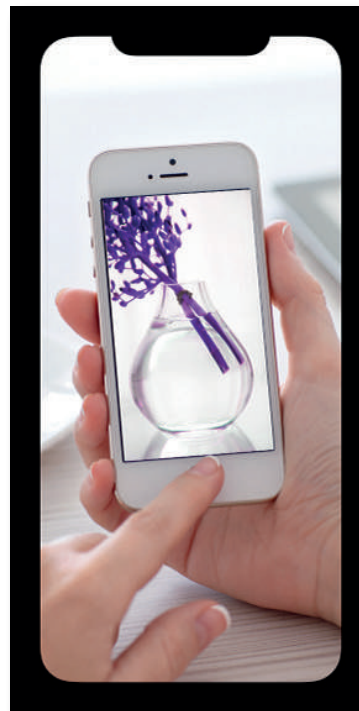
Baht 23 million

worth of loans approved for self-employed customers

More than

4.3 million accounts

registered for SCB Connect



Note: Information as of December 31, 2018

Artificial Intelligence (AI)

The Bank recognises the importance of AI and data analytics to assist in product and service development that can address the needs of customer from all segments. Thus, SCB Abacus was founded in 2017 to help the Bank adapt and respond to technological changes and to take the lead in applying advanced technologies to

promote financial inclusion with products such as “Mae Manee Sri Online” digital lending (more details available in the Customer Expansion topic), “Keb Hom, a goal-oriented saving application” and “Puek Hom”, an interactive chatbot with aims to build financial literacy (details available in the Financial Literacy and Inclusion topic).

Blockchain

The Bank has applied blockchain, a highly secure, state-of-the-art technology, to improve its international money transfer services. Blockchain technology helps reduce time and transaction

costs, increase business liquidity, and enhance organisational transparency and efficiency. The Bank aims to leverage blockchain technology to create and deliver the best customer experience possible.

Blockchain Solution for Procure-to-Pay (B2P)

Digital Ventures, a subsidiary of SCB Financial Group, has partnered with Siam Cement Group to increase efficiency in every step of the procurement process from upstream to downstream by launching B2P, Blockchain Solution for Procure-to-Pay, the first integrated procurement platform on R3 Blockchain in the world. B2P is a comprehensive platform that covers the first step in the ordering process all the way to the last step in the payment process. With blockchain technology which is secure, transparent, and verifiable, this platform can show every transaction in the procurement process to all relevant parties as well as assisting in document verification, such as forms order, statement and automatic invoices, resulting in faster transactions and 50% cost saving for the entire process compared to the traditional procurement process.

Blockchain Solution for Academic Document Verification (B.VER)

Digital Ventures has partnered with the Ministry of Digital Economy and Society, educational institutions and leading organisations in Thailand to develop technologies and innovations for the economic, financial, and social benefits of Thailand. Through this collaboration, Digital Ventures has developed Blockchain Solution for Academic Document Verification, B.VER, the first online platform in Thailand to help educational institutions or organisations verify academic credentials or transcripts in real time. The B.VER platform will increase efficiency in the verification and request of academic documents which involves labor-intensive and time-consuming processes. Given the sheer quantity of such services required each year, this platform will help ease the burden for all parties involved, e.g. an organisation can verify a document issued by a university through the B.VER platform directly and instantly.

Financial Ecosystem

The Bank aims to raise its digital potential to serve as one of the mechanism for building a financial ecosystem that houses products and services to facilitate daily activities and provide a wide variety of lifestyle solutions. The Bank also aims to build

Digitise university financial ecosystem

The Bank has partnered with Sasin Graduate Institute of Business Administration of Chulalongkorn University to implement the “Sasin School of Management for a Digital World” initiative under the “First into the Future” concept. This project aims to make Sasin, the nation’s leading education institution, a prototype of a truly cashless society

understandings on its products that bring benefits to society by communicating such information to all segments of society, e.g. universities, department stores, and hospitals.

by building an innovative financial ecosystem within the institution which, for instance, includes the first unmanned smart store in Thailand (Sasin Scan N’ Go) and Sasin mobile application to provide students and staff with added convenience and exposure to cutting-edged technology.

Sasin Application	Sasin Virtual Classroom	Sasin Smart Canteen	Sasin Smart Car Park
Sasin students can manage class schedules and registration through the application.	Virtual classroom allows students to access lectures and classes from all over the world.	Smart canteen users can scan QR code with mobile banking application to make payments.	License plate recognition technology with readers installed on vehicle gates



Sasin and SCB are strategic partners with a shared goal of building a digital ecosystem with state-of-the-art technology to address pain points of students and staff and help Sasin adapt quickly and effectively to become a prototype organisation driven by digital technologies and innovations. I think SCB has a great vision in this area – it is not simply a revolution but an evolution of today’s business.

Assistant Professor Tanasak Krabuanrat, Ph.D.

Assistant Director for Transformation

Sasin Graduate Institute of Business Administration of
Chulalongkorn University

Revolutionise financial experience at department store

In 2017, the Bank partnered with the Mall Group to provide a lifestyle solution for customers in the digital age and the first cashless shopping experience in Thailand. From this success in revolutionising shopping experience came another round of partnership in 2018 to deliver novel experiences under “the First Evolution of Experiential Shopping” concept that integrates digital banking with lifestyle shopping by using technologies to create a seamless shopping experience for all customers. With at this

partnership, customers can make payments with virtual credit cards by using SCB Easy application on mobile phones to scan QR code, and enjoy the added convenience from new technologies, such as i-Reserved Parking. This continued partnership reflects the Bank’s ability to increase capabilities of its strategic partners by using new technologies. This effort also supports the national e-Payment policy of the government as part of the agenda to drive Thailand toward digital economy.



“Partnership with SCB to build a complete payment ecosystem and a cashless society will provide our customers with added convenience from modern technologies. Moreover, the Mall and SCB also gain insights into customers’ behaviour, enabling us to deliver products and services that meet customer needs at every moment.”

Ms. Voralak Tulaphorn
Chief Marketing Officer of the Mall Group

Improve hospital infrastructure with innovation

The Bank’s commitment to making new innovations and technologies accessible to all segments of society led to a partnership with Siriraj Hospital to improve infrastructure and patient services. Through the partnership, the Bank developed Smart Hospital application and SIRIRAJ Connect chatbot via LINE application to facilitate the communication

on patients’ basic information, such as medical records, appointments, online booking, medical information and benefits, and health chatbot. These applications provide a comprehensive, convenient, and quick access to hospital services, ultimately improving patients’ service experiences.

Brand Management

SCB has pursued the “Going Upside Down” strategy to expand the Bank’s capabilities to thrive in a business landscape where technology is utilised to deliver products and services, creating positive customer experience. To support the implementation of this strategy, the Bank has created a new way of work and fostered corporate culture that encourage executives and employees

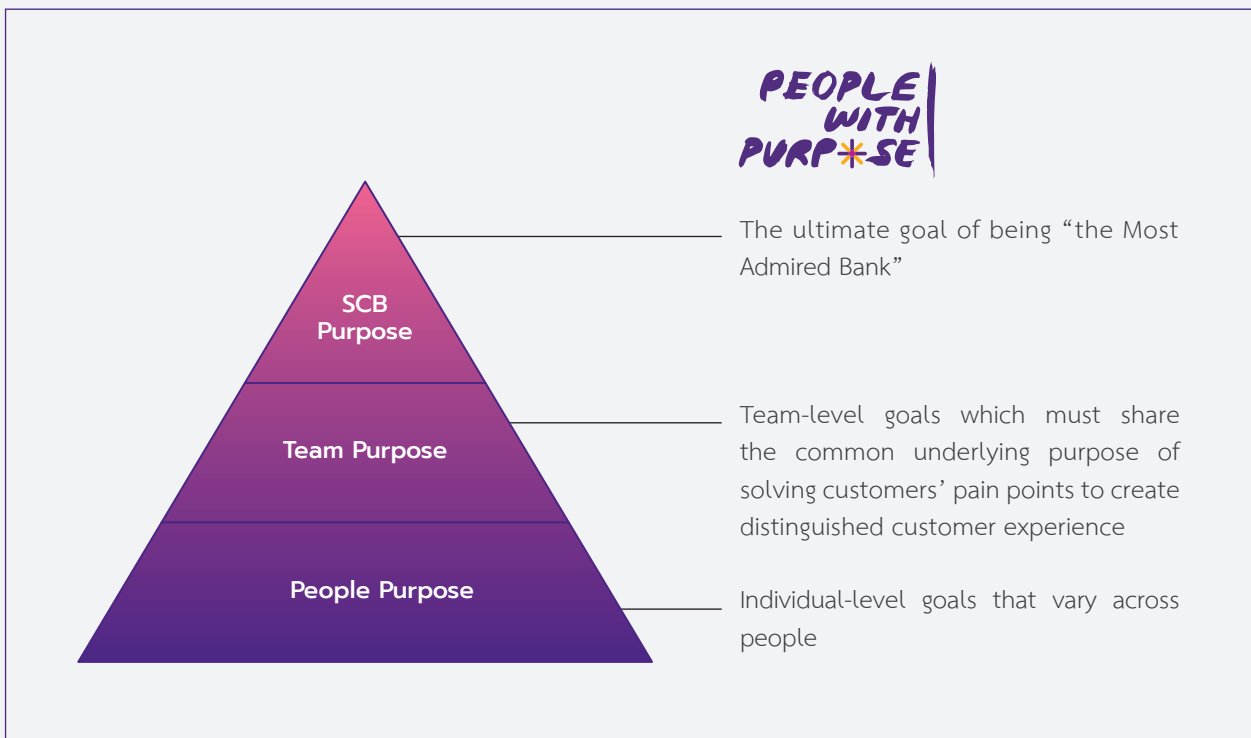
at all level to voice their opinions, experiment and adopt technologies to change the way of work and procedures in order to maximise productivity with agility in achieving customer satisfaction. Toward the same direction, the Bank ensures that its brand communication is aligned with this strategy with the ultimate goal of being “the Most Admired Bank”.

SCB Brand Management and Communication Approach

For communication with external stakeholders, the Bank had implemented a communication strategy that focused on creating direct access and inclusion in three following dimensions:

Digital Acquisition	Bank as a Platform	Financial Literacy
<p>Utilise communication channels managed by the Bank, such as SCB website, which had been upgraded in 2018, mobile applications, social media on all platforms. These communication channels not only help the Bank save advertising cost, but the content can also be managed internally and directly reach the target audience.</p>	<p>Leverage digital technologies to develop innovation as well as building a comprehensive financial ecosystem through strategic business partnerships across industries. In this model, the Bank serves as a platform to create value and connect every segment of society whereby enables the Bank to provide inclusive financial products for new target groups.</p>	<p>Provide online financial content for the general public, specific target groups, or people who lack financial management skills, with a goal of building good financial habits to prevent and address financial problems at individual and economic level. This financial literacy outreach also serves as one of the tools for the Bank to build relationships with target groups and potential customers.</p>

For internal communication, the Bank focuses on building a customer-centric culture through the People with Purpose initiative which consists of 3 components: People Purpose, Team Purpose and SCB Purpose. The Bank believes that the sense of purpose can deepen employee engagement which will eventually lead to sustainable bonding between the Bank and customers.



People with Purpose

The Bank encourages employees at all levels to find their true purpose in work by asking the question #WhatDoWeWorkFor. To inspire positive thinking and motivate employees to create value and make a difference through their work, the Bank has made and shown video clips of employees from different roles and business units sharing their stories of what working at SCB means for them. There is an ongoing campaign for employees throughout the organisation to share their thoughts on the question #WhatDoWeWorkFor through various internal communication channels.



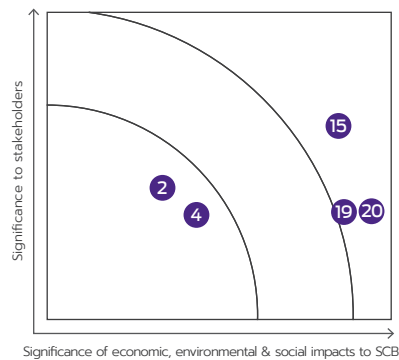


To Be...

The Most Caring Employer

Voice from employees

“The advent of new technologies has inevitably impacted employees’ roles and responsibilities. The Bank should ensure that employees at all levels have an opportunity to develop skills and capabilities necessary for the digital age so that employees can grow together with the Bank. We are ready to change and adopt new work methods to support the Bank’s goals and visions”



Material Sustainability Topics

- 20 People Capabilities/ Workforce Planning
- 19 Culture and Mindset
- 15 Talent Attraction and Retention
- 4 Employee Health, Safety and Wellbeing
- 2 Labour Rights



People Capabilities/ Workforce Planning

Digital disruptions in financial and banking industry's today has led the Bank to adopt the "Going Upside Down" strategy to help weather the storm with workforce management and planning play a critical part in bringing the organisation towards achieving its strategic goals. The Bank, therefore, focuses the efforts on developing people capabilities at all levels to prepare for future challenges.

In 2017, the Bank founded SCB Academy to serve as a key engine for capability-building and development of employees in the digital age by providing a programmes learning space and comprehensive training in programs considered relevant in today's business context. SCB Academy uses technology to facilitate employees' training anywhere anytime on any electronic devices so that employee can acquire skills and capabilities to grow together with the Bank.

Digital Academy

To fulfill the Bank's mission of being a learning organisation in the digital age, in 2018, SCB Academy created Digital Academy, an innovative learning platform for digital knowledge and skills as well as other areas of interest. This platform provides a wide range of engaging content directly relevant to today's working context from leading global online learning platforms, such as Degreed, Coursera, LinkedIn Learning and Udemy, and offers flexibility for employees to choose learning courses of interest to achieve their career goals. Another strength of this platform is the use of AI to manage employee information and make lesson recommendations. Here, employees also have an opportunity to rotate to new roles once they complete required courses and fulfill the programme's requirements. In this way, Digital Academy is an important mechanism to increase knowledge, develop skills, provide opportunities and advancement for employees at all levels to grow with the SCB.



Digital Citizen (<http://www.phonlamuangdee.com>) is an online community for innovative learning experiences that offers courses and a network of experts to support employees' learning and skill development for future career advancement. The Bank uses Digital Citizen platform as an inclusive learning channel for employees which allows learning to take place no matter where they are. This platform is also linked to LINE application under the "Digital Citizen" account through which users receive interesting information and articles that are sent out periodically. This learning platform is available to SCB employee and the public free of charge.

In parallel with developing digital capabilities and skills for employees, the Bank is also building a digital culture within the organisation. To achieve this goal, the Bank builds and classifies digital skills into 5 levels from "Awareness," which refers to employee who have digital knowledge but have

not applied it in their jobs, to the "Expert" level, which refers to employee who can use technology to create value for the business. The Bank sets a target for all employees to have digital skills at the "Awareness" level by 2019 and at least 80% of employees at the "Native" level.



Becoming the 'Bank of the Future'

To develop people capabilities to understand and manage digital transformation, the Bank has collaborated with the International Institute for Management Development (IMD), a global leader in management development, to develop a wide range of modern development programmes specifically tailored for executive and management at different levels. At the same time, for employees, SCB Academy

offers an array of training programmes and courses ranging from mandatory programmes, fundamental programmes to specialised programmes that teach functional skills for specific jobs, enabling employees to successfully make an internal job transfer to advance their careers. All training programmes are designed to align with the Bank's mission and to reflect today's changing business context.

Employee Development and Training Programme

Executive Leadership Programme (ELP)

Target Audience: Executive

Objectives: Enhance leadership capabilities to drive digital transformation strategies by providing knowledge on digital transformation, data analytics, and the “Bank as a Platform” business model. This programme combines classroom and workshop-style learning with experiential learning through the partnership development trip in China and Singapore where

executive has an opportunity to learn and share knowledge with companies that have expertise in digital transformation and digital analytics. The partnership development trip serves a dual purpose of providing experiential training for senior executive and creating business partnership opportunities for the Bank.

Performance: 61 executives completed the training and 55 served as coaches.

Managerial Programme (MP)

Target Audience: Manager

Objectives: Equip managers with the skills of future leaders to lead the teams and the business forward during digital transformation through a programme designed to support the Bank’s strategic transformation through both classroom and cloud-based learning as well as on-the-job training. The key highlight is coaching

by executive to transfer leadership knowledge to managers. This aspect of the programme encourages executive to be involved in employee development (i.e. Leaders Teach Leaders) as well as being a leadership role model.

Performance: 606 managers completed the training with 55 executives served as coaches.

Foundation Building and Reskilling Programme

Target Audience: Officer and staff

Objectives: Develop well-roundedness in finance and banking along with building functional skills that have both direct and indirect relation

to the jobs to create motivation, confidence, and readiness for employees to participate in internal mobility and to have career growth with the Bank.

Performance:

Transactional 101 Course
20,287 employees

Wealth 101 Course
20,854 employees

Credit 101 Course
20,619 employees

The Bank organised advanced credit skills training (Omega) for employees. There were 1,300 employees participating in the training and 1,070 employees passing the qualification examination and awarded the Omega Certificate.

Beyond management development programmes and general foundation programmes for employees, the Bank also searches and reviews other local and international training programmes to meet human resource demands of each business unit and to promote continuous development for every employee. The Bank has a target to provide at least 40 hours of training per employee. Employee training in 2018 exceeded the target with an average of 71 hours of training per employee.

585 Baht million

invested in people development in 2018

1,351 training courses offered



“The Bank is in the midst of a major transformation. We must also change and adapt which I see as an opportunity to try new things. The Bank also helps us develop capabilities through different training programmes and on-the-job training with mentorship from senior managers. This gives us the confidence to grow with the Bank even when the way of work has changed.”

Ms. Siriwan Santitammassut

Senior Business Relationship Officer

Employee Training Hour

Performance Indicator	2015	2016	2017	2018	2018 Target
Average training hours (hours per person)	54	63	62	71	40

In addition to evaluation of employee development, the Bank also analyses human capital return on investment (HCROI) to serve as an indicator to reflect an appropriate level of employee investment. HCROI, a measure of economic value of human capital investment, is a ratio of the Bank’s revenue to total employee expenses

including salaries, benefits, and training expenses. The Bank’s HCROI had a downward trend from 2015 to 2018, with the ratio of 4.95, 4.32, 3.86 and 3.50 respectively as a result of increased technology investment under SCB Transformation programme to facilitate the Bank’s growth in the digital age.



Talent Attraction and Retention

To enhance organisational competitiveness and resilience, the Bank focuses on attracting talent with the goal of being among the top 5 of best companies in Thailand to work for. The Bank consequently pursues a proactive recruiting strategy through collaboration with leading institutions and

organisations on educational initiatives to enrich learning experience for university and college students. In addition, the Bank also promotes employee engagement through various initiatives and programmes to motivate employee to stay and grow with the Bank.

Internal and External Talent Development and Attraction

The Bank's talent development programme aims to sustainably develop and retain talent to be part of the organisation's workforce. Employee with demonstrated ability and readiness to become future leaders are selected from an array of business units to join the programme and develop leadership, management skills, as well as change management capability. The programme utilises an adult learning approach consisting 1) On-the-job Training (70%) where employee get to try and learn from new and challenging projects as well as visiting other companies that are highly regarded in their industries; 2) Coaching and Mentoring (20%) which focuses on coaching, mentoring programme by executive, and a job shadowing programme and 3) Formal Training (10%) which provides intensive courses to develop core skills that are necessary and relevant to today's business so that employees can grow together with the Bank. In addition, the Bank also works with the International Institute for Management Development (IMD) to develop Talent Acceleration

Programme (TAP), a 4-month integrated course to develop leadership in strategic transformation and capabilities in digital transformation management. TAP participants acquire IT and data analytics skills by working on various projects which are the Bank's case studies. This programme also teaches transformational leadership skills through direct coaching as well as participating in collaborative initiatives across business units and building strong teams.

To attract young talents, the Bank signed a memorandum of understanding with the Computer Science Department, Faculty of Science, Kasetsart University, to jointly develop academic curriculum and activities that match the demand of the banking sector to produce graduates with technology skills and capabilities to join banks and financial companies. More than 50 college students have joined the programme and gained working experience through internship with the Bank at technology-related functions.



SCB Tech Day: Challenge Your Inspiration

The Bank aims to create recruiting channels for talents and specialists especially in the field of digital technology. In 2018, the Bank organised “SCB Tech Day: challenge your inspiration” to attract students in the computer technology field and to communicate SCB Tech Brand. Participants joined a case study competition with the winning prize which was trip to visit leading technology companies in Singapore. SCB Tech Day activity has led 44 students to join the Bank as full-time employees in various positions, such as business analyst, user interface and experience developer, etc.

SCB Future Leader Challenge

The Bank has collaborated with Sasin Graduate Institute of Business of Chulalongkorn University for the 5th consecutive year to organise SCB Future Leader Challenge 2018 (SCBFLC). Open to both Thai and international master’s degree students, this case study analysis competition provides an opportunity for participants to showcase their analytical and presentation skills as well as strengthening the relationship between students and educational organisations. The winning team receives the King Maha Vajiralongkorn Bodindradebayavarangkun trophy. In 2018, there were 122 competing teams from 18 countries.

Internal Mobility

Together with recruiting talents, the Bank has a policy to give employees an opportunity to try new roles in order to learn and grow with the organisation. The Bank's internal mobility programme tracks employee development and provides necessary post-transfer support to ensure that employees learn and develop new and relevant

skills to support the Bank's business strategy. In addition, this programme also helps the Bank in workforce and resource planning. In 2018, there were more than 900 employees transferring to new jobs internally. Going forward, the Bank is committed to supporting internal mobility so that employees at all levels can grow with the Bank.

Internal Mobility Process



To help employees with talent, entrepreneurship, agility, and experimentation mindset realise their full potential, there is now an opportunity for all employees to join SCB 10X. This new business unit's roles and responsibilities are to translate digital technology into strategic products through a new business model to create distinct customer experience and value proposition.

SCB 10X operates in a new culture similar to a start-up with a flat organisation to encourage independent thinking, culture, and experimentation to create disruptive innovations that have positive impacts for the Bank. The Bank selects people with appropriate talent, particularly those who are judicious risk-takers, to join this special unit.

Employee Engagement

The Bank cultivates civic spirit for employees to recognise their social responsibility and to give back to society. To this end, the Bank builds a volunteer culture by organising CSR activities in which employees are encouraged to take part on a voluntary basis to create benefits for their society and to address community needs. The Bank believes that participation in such activities will enhance management and leadership skills for employees. In 2018, more than 12,611 employees participated in volunteer activities with the total of 25,095 volunteered hours.

To build employee engagement and contribute to efficient organisational transformation, the Bank has created a digital platform “Wan La Nid” which was designed to stimulate employee engagement at all levels. This platform applies a gamification technique to make campaigns and activities enjoyable for employees which will eventually lead to desirable change in certain aspects of organisational behaviour.

Beyond various programmes and initiatives to take care of employees, the Bank annually evaluates employee’s level of engagement using the Organisational Health Index (OHI). This index measures the Bank’s current strength and readiness to handle future changes, specifically, on 3 dimensions: strategic clarity, customer focus, and role clarity. In doing so, the Bank commissioned a top global consulting firm to perform the assessment to ensure that the results are unbiased and truly reflect the Bank’s readiness. The assessment result for 2018 shows SCB employee engagement level at 85 points which is in the top quartile. Nonetheless, the Bank continues to move ahead with its important agenda of fostering workplace morale and developing systems and processes to enhance employee productivity to ensure that people can thrive in their careers and are sustainably engaged.

Organisational Health Index (OHI) Survey Results

Performance	2015	2016	2017	2018	2018 Target
Percentage of engaged employees	-	81	85	85	86
Percentage of survey respondents	-	53	93	98	95

In addition, the Bank has redesigned and improved employees’ work environment to match the lifestyles of today’s workforce. For instance, the Bank now has co-working and learning space to facilitate learning and skill-building

through various learning programmes which were designed to develop employee capabilities in the digital age. The Bank also equips its canteen with mobile payment capability to support the transition to a cashless society.



Kao Wan La Nid: towards a better health

In 2018, the Bank organised “Kao Wan La Nid” (or One Step at a Time) activity to promote employee engagement, encourage a healthy habit, and support employee participation in philanthropic activities. This activity encourages employees to exercise by walking more in the form of a charity pledge against a set goal. Specifically, if all employees walk in a combined distance of 1.11 million kilometres within a month, the Bank will donate Baht 1 million to the Heart

Foundation of Thailand as financial assistance for low-income patients to cover the expense for a heart surgery. Employees can collect data on a step-counter application on their mobile phones and transfer the data to “Wan La Nid” platform in which participants can track progress on their mobile phones anywhere, anytime. More than 66% of employees participated in the activity and had successfully reached the goal within the target time and distance.

Employer Branding

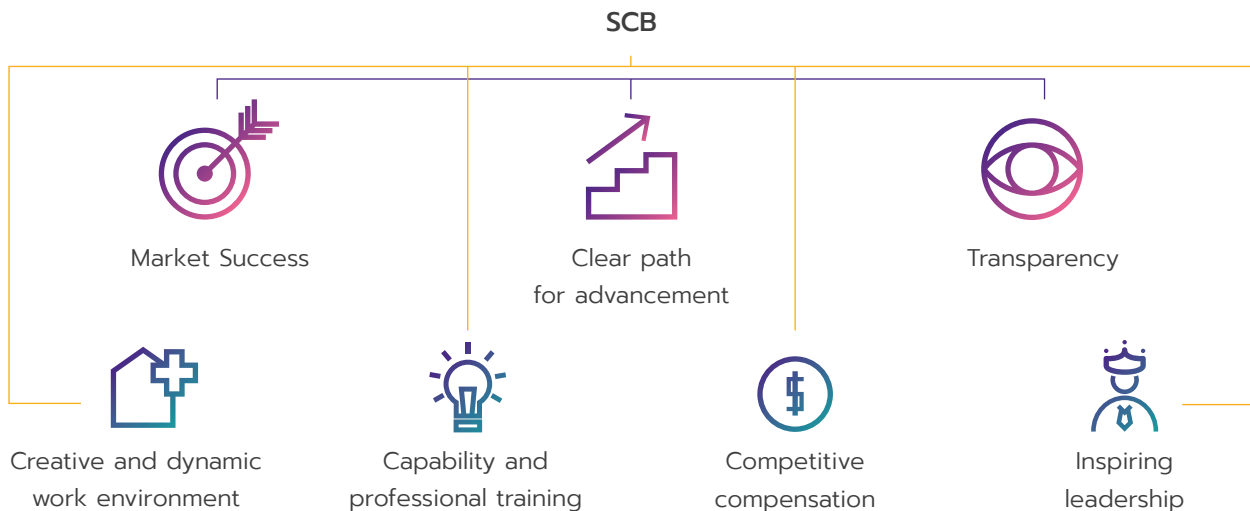
The Bank places emphasis on brand communication to ensure that its corporate image accurately reflects its business practices. The Bank's communication with the potential employee revolves around

business success, career growth, and business transparency. The Bank believes that effective brand communication will help attract talents and enable the Bank to achieve long-term growth.

SCB Employer Value Proposition

More than just bankers

Build awareness / Change brand perception / Increase desirability



In 2018, an employer branding research company surveyed 4,749 college students from 23 universities nationwide to assess and establish ranking of best organisations to work for. The survey results ranked SCB at the 19th place, up from the 36th place in 2016, in the list of best organisations to work for. To further strengthen its brand and attract potential job candidates, the Bank's communication strategy will

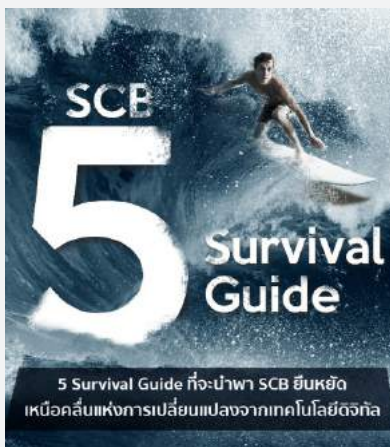
focus on presenting its digitised perspectives and work approaches that have evolved with the business context in the digital age through channels such as employer branding survey, third-party influencers, employee testimonials, as well as updating online content and presentation format for the "Careers at SCB" section on the corporate website to be more modern, compelling and professional.

Culture and Mindset

The Bank recognises the importance of building an organisational culture that supports its business strategies and goals within a rapidly changing business context. In 2018, the Bank launched an initiative to transform employees' work attitude and the organisation's way of work in order to achieve the goal of being a bank that thrives on cutting-edge technologies.

SCB 5 Survival Guide

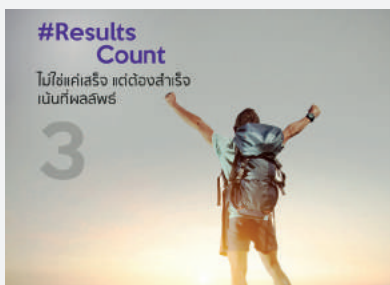
In 2018, the Bank announced "SCB 5 Survival Guide", a new way of work which was designed to stimulate change in the way employees think and work. Another objective of this new way of work is to help employees realise the importance of technology and start adopting technology which has become an integral part of today's business.



Take initiative with flexibility and appropriate risk management as well as learning from mistakes.



Every employee is part of the team working together towards a common goal. Building team readiness is, therefore, critical for the organisation to win every battle.



Success is measured by results.



Obsessed with customers' smiles and happiness derived from the Bank's products and services based on the vision of being "the Most Admired Bank".



Technology plays an integral role in daily life and business. Understanding the role of technology in the banking context is critically important for delivering the best customer experience.

Transform with Agility

The Bank has adopted the concept of agility as its key principle of work which not only contributes to increased speed from flexible work processes, but also strengthens relationship and fosters communication between teams and business units which facilitate learning and productive collaboration. The “Agile” work concept has been applied to the Bank’s major projects, such as development of SCB Easy application and SCB StartBiz platform, with “agile coaches” available to give advice, recommendations and monitor performance.

The agile approach has enabled the Bank to quickly adapt to change and to develop products and services that meet customer needs more efficiently. Moreover, the Bank has introduced the agile work approach to the People Management function to increase speed with flexible work processes and to strengthen relationship among business units. This application of the agile work approach has earned the Bank an award for “Organisation with Innovative HR Practices” from Employer Branding Institute.

More than 660 employees completed the Agile Workshop training.

Note: Information as of December 31, 2018

SCB Agile Approach



Working in teams with constant team communication as opposed to procedure-driven



Mistakes are ok; fix it quickly and act without the fear of failure



Ready to change and adapt to any requirement at any time with flexibility



Provide periodic delivery and update with incremental and continuous improvement; do not wait till the end of a project to deliver



Cut down unnecessary steps and assign the highest priority to value creation



Find ways to deliver the most value to customers beyond written agreements



Fail Fast, Learn Fast
to Get Ahead

“SCB Agile approach makes employees learn a new way of work which is to Fail Fast, Learn Fast where there are data analysis, design, and testing every week. We collect feedback from employees in every process which we then analyse to make continuous improvement until we get the satisfactory results. This approach gives employees an opportunity to work with other functions which speeds up the learning process. Employees have different strengths but share a common goal of delivering value and solutions to customers in a supportive and fun team atmosphere to achieve the goal together.”

Ms. Sudarat Intinan
People Onboarding Manager

Design Thinking

Customer needs and behaviours today change rapidly. Therefore, employees must focus on truly understanding customers’ problems and needs without fixating on specific products and services. To deliver products and services that truly address customer needs and to make the work process more efficient, the Bank has worked with a leading global company to develop a training programme on design

thinking for employees at all level. The training programme aims to cultivate this thinking process that starts off with an empathetic understanding of customers’ need, then generates new ideas to experiment with, create a prototype, and finally tests the ideas. The Bank believes that design thinking will help drive employees’ creativity which will lead to innovations to further improve the business operations.



EMPATHISE



DEFINE



IDEATE



PROTOTYPE



TEST

More than 800 employees received training on design thinking

Note: Information as of December 31, 2018



SCB Academy – an innovative learning space

To become an agile organisation as well as a learning organisation in the digital age, the Bank has created a 3,350 m² learning space, SCB Academy, which is open to both employees and visitors. SCB Academy was designed to be modern, friendly, and accessible to encourage employees to share ideas and get exposure to digital technologies which are presented in an engaging format. SCB Academy has designated zones ranging from the Backyard Zone for creative thinking, the Concentration Zone for quiet work time, and the Coworking Space Zone for sharing ideas and collaboration.

Internal Communication

The Bank believes that communicating its strategies, goals, and approaches to employees with consistency and clarity is one of the key components for transforming the organisational culture to be an agile organisation. In 2018, the Bank launched an internal communication programme, “Let’s Talk about

Us” with Mr. Arthid Nanthawithaya, the Director and Chief Executive Officer, to inform employees nationwide on the Bank’s various implementations and changes under the “Going Upside Down” strategy. Communication is done both face-to-face with on-site visits and via Facebook Live: WeAreSCB.



9 sessions

of “Let’s Talk about Us”
organised



8,714 audiences

via live communication



120,488 views

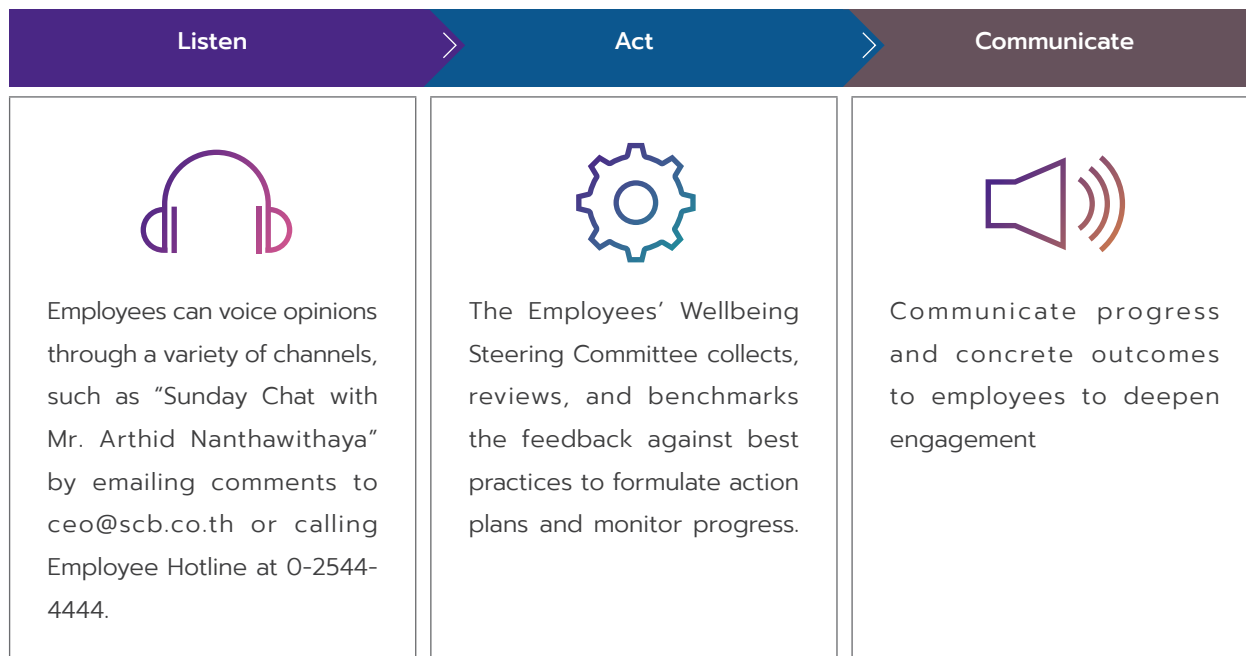
via on WeAreSCB



Employee Health, Safety and Wellbeing

The Bank recognises that a safe and healthy workplace environment that gives employees a sense of quality wellbeing is one of the basic human rights. To demonstrate respect for human and labour rights, the Bank has multiple channels for employees to communicate their needs, provides appropriate compensations and benefits for employees and their families, and develops programmes and initiatives to create a happy workforce with quality of life throughout their careers at the SCB.

Promoting Employee Health and Wellbeing



Because employees’ health and work environment are important to the Bank, employees have access to many activities and facilities ranging from indoor and outdoor gyms, clean canteens that offer an extensive variety of food, and

clubs and associations, such as for sports, recreation, art and culture. These facilities help employees stay healthy, both physically and mentally, which in turn reduce sickness and work absence.

Absenteeism (Unplanned)

Indicator	2015	2016	2017	2018	2018 Target
Rate of Absenteeism (percentage)	0.97	0.93	0.81	0.90	1.00

Workplace Safety and Environment

The Bank has implemented the Workplace Safety, Occupational Health, and Environmental Management Policy under the “safety is an important duty of every employee” concept. Under this policy, all employees are required to perform safety self-assessment for both inside and outside the workplace with the goal that every employee comes to work and returns home safely every day at every work location. To achieve this

goal, the Bank provides information on workplace safety, occupational health, and environment for employees at all level through e-learning and seminars as well as organising activities to raise safety awareness at the organisational level. Moreover, in 2018 the Bank assessed the quality of workplace environment to ensure that it meets the standards set forth by the Safety and Health at Work Promotion Association.

Workplace Environmental Assessment Report 2018 at SCB Head Office



Indoor Air Quality

Total airborne bacteria:

At 450 (cfu/m³) which met the standard (1Standard < 500 cfu/m³)

Total airborne mold:

At 54.3 cfu/m³ which met the standard (1Standard < 500 cfu/m³)



Workplace Light Intensity

At 521 lux which met the standard (2Standard > 400 lux)



Indoor Temperature

At 23 °C which did not meet the standard (2Standard is between 24-26 °C)

¹ Based on Singapore Standard SS 554 : 2009 (Code of Practice for Indoor Air Quality for Air Conditioned Building incorporating Erratum No.1, November 2009)

² Ministry of Labour Regulation on Standards for Administration and Management of Occupational Safety, Health, and Environment in Relation to Heat, Light and Noise B.E. 2559 (2016), Department of Labour Protection and Welfare Notification on Standards for Light Intensity B.E. 2561 (2018)

Safety and Occupational Health Performance

Performance	2015	2016	2017	2018
Safety and occupational health orientation (hours)	-	2,021	2,213	2,682
SCB Safety First training through e-learning (hours)	-	-	-	23,717
Work-related injuries (incidents per million working hours)	-	-	-	0.32
Work-related illnesses (cases)	-	-	0	0

In 2018, the Bank received a Silver-level recognition from the BSA Building Safety Award 2018 for three head office buildings: Ratchayothin building, Plaza West building and Plaza East building. Furthermore, the Bank plans to engage safety experts to survey workplace safety for overseas operations with expected completion for all locations by 2021.

Emergency Management

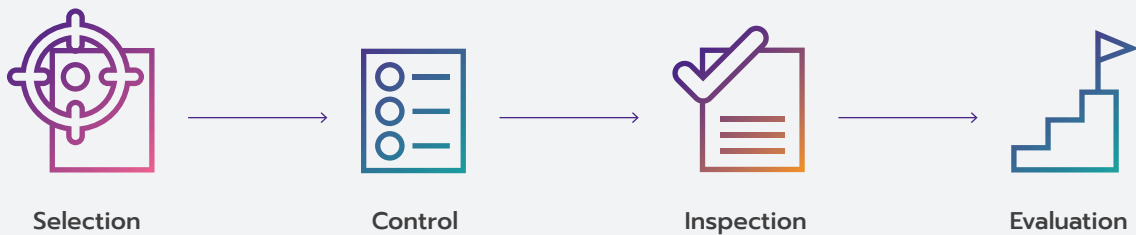
The Bank has an action and prevention plan in place for emergency and fire safety as well as preparing necessary emergency supplies and equipment for every office building and branch network nationwide. The plan entails emergency management, control, and response, as well as coordinating assistance

for injured persons, along with surveillance plans, fire prevention campaigns, fire drills and evaluation plans, and emergency relief programmes. The Bank ensures that there are no fire hazardous materials or other fire hazards in the workplace and conduct fire drill annually as required by law.

Contractor Safety Management

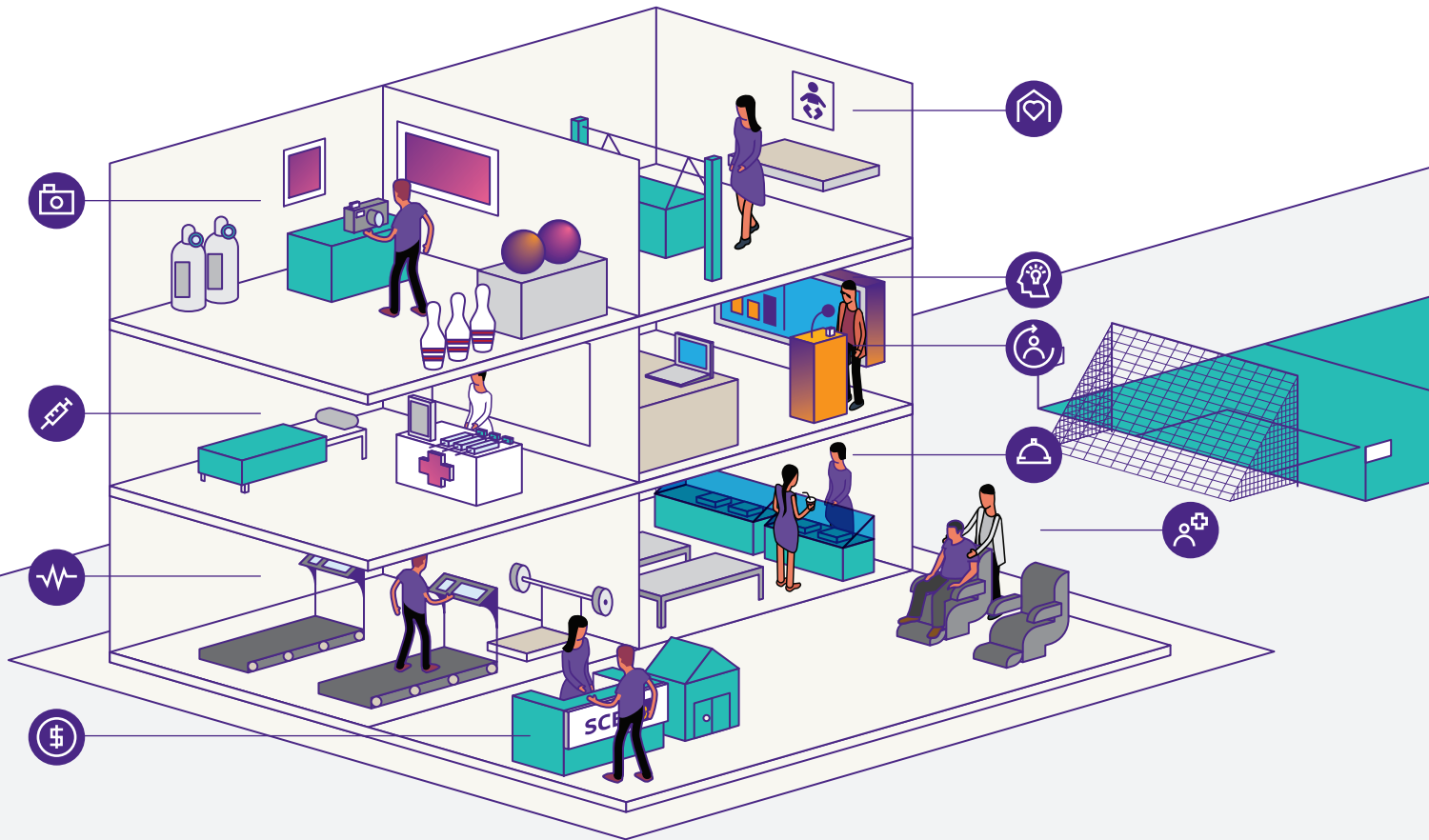
The Bank manages the safety of all contractors who work onsite in the Bank’s premise to prevent and reduce risk. The Bank has specific procedures, regulations and safety communications for its contractors which is part of the contractor management process.

Contractor Management Process



Selection	Control	Inspection	Evaluation
Check qualifications against legal requirements and register qualified vendors	Develop and communicate contractors’ safety manual through training	Engage third parties to jointly perform inspection with the Bank’s staff and have high risk cases re-inspected at random by the Building Safety and Security team	Evaluate performance based on the number of violations and accident statistics which will affect future hiring and procurement approval
<p>58 contractor companies passed the selection criteria</p>	<p>5,457 contractors attended the safety training</p>	<p>3,987 on-site contractor inspections</p>	<p>54 contractor companies passed the performance assessment criteria</p>

Promoting Employee Good Health and Wellbeing



Employee clubs and associations, e.g. bowling club, meditation club, photo club, and diving club



Annual physical checkup and flu shots provision for all employees



Fitness centres and exercise facilities, e.g. soccer fields



Employee benefits related to finance, such as low-interest mortgages, car or motorcycle loans, or financing of other purchases



Childcare centres for employees



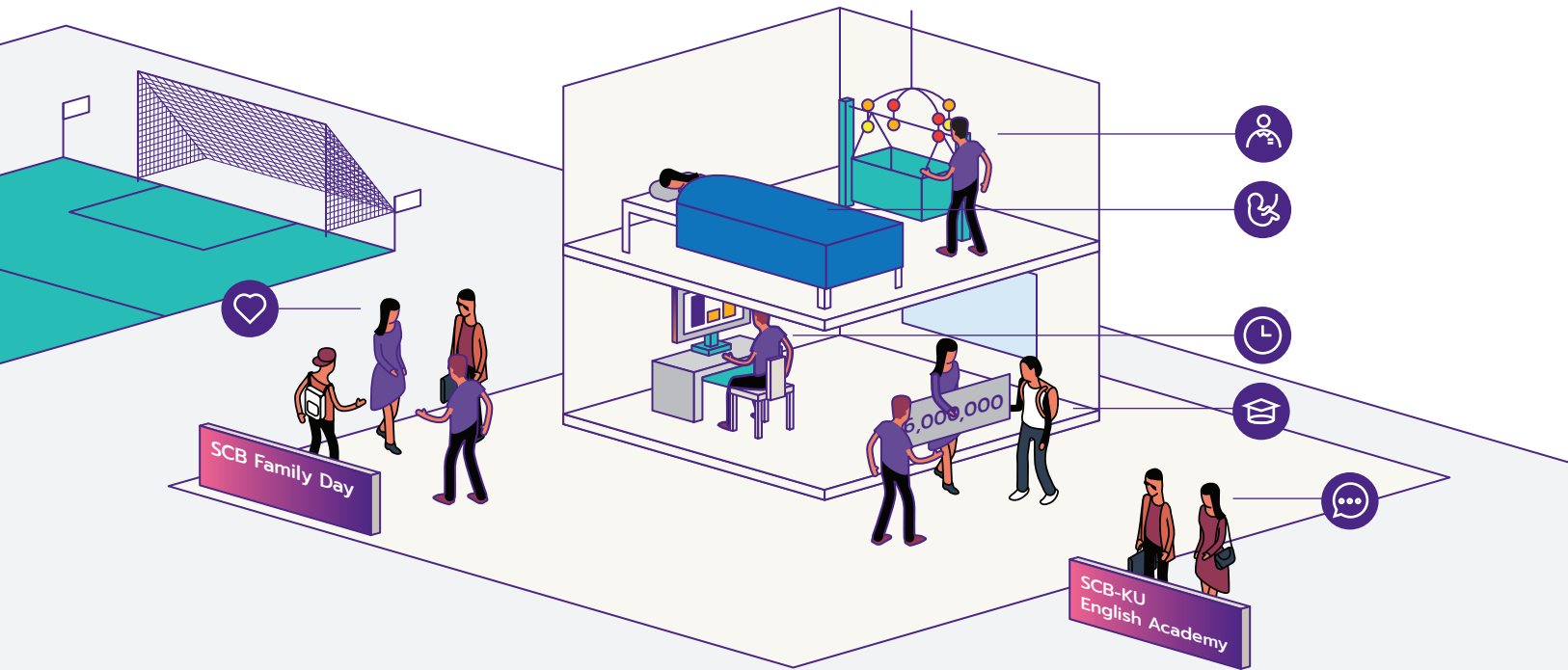
A seminar on health and stress management in the digital age under the “Building Our Good Health” concept led by specialist physicians with more than 1,900 employees attending



Activities and seminars on ergonomics and office syndrome attended by more than 900 employees



Canteens that are regularly inspected by nutritionists to ensure healthy food choices



Free massage service by people with visual impairments



SCB Family Day 2018 activity for employees and their families



5-day paid paternity leave which is not required by law



90-day paid maternity leave which exceeds the statutory level



A policy for flexible work hours and arrangements that allow employees to work remotely as deemed appropriate



Scholarships for children of employees with outstanding academic performance from elementary school level to Bachelor's degree. To date, the Bank gave more than 1,000 scholarships in the total amount of Baht 6 million.



Build English language skills for children of employees through SCB-KU English Academy which has been jointly with the Foreign Language Department, Faculty of Humanities, Kasetsart University for the 8th consecutive year with more than 1,000 participants since inception.



Labour Rights

The Bank places great importance on respecting labour rights and ensuring fair treatment of employees at all levels on a non-discriminatory basis with respect to gender, skin colour, race, religion, culture, and education. Moreover, the Bank gives employees complete freedom to join the Bank's labour unions which are organised into three groups: management labour union, general employee

labour union, and service employee labour union. The primary goals of labour unions are to foster a good relationship between the Bank and employees, to ensure fair treatment and to protect the benefits of members and employees with a quarterly meeting at a minimum. In 2018, the Bank held 8 meetings with the labour unions. The Bank's labour unions currently represent 50% of all employees.

Creating jobs for people with disabilities

The Bank supports people with disabilities by creating jobs for those with relevant skills and talents for different areas to work with the Bank. In 2018, the Bank hired 50 people with disabilities to work as massage therapists and at the call centre. In addition, the Bank's Human Resource Department worked with the Thai Red Cross Society, Don't Drive Drunk Foundation, and Rachawadee Home to create jobs for 242 people with disabilities.

In 2018, the Bank signed an agreement with the labour union to give service employees appropriate pay raises as proposed by the union.

Human Rights

SCB strives to be a leading bank in fair business practices with strong emphasis on respect for human rights of customers, employees, communities, and suppliers through due diligence and impact assessment processes. The Bank also demonstrates respect for labour rights through equal employment opportunity and fair treatment of employees, which has been explicitly stated in the SCB Financial Group Code of Conduct and the Human Rights Policy. The Bank's human rights practices are

grounded on relevant international human rights laws, such as the International Bill of Human Rights, the Universal Declaration of Human Rights, and UN Guiding Principles on Business and Human Rights (UNGPR), to demonstrate the Bank's commitment to upholding human rights of customers, employees, and suppliers.

Moreover, the Bank regularly reviews human rights issues to promptly develop prevention and risk mitigation measures, if necessary, along with

identifying approaches to address or control any adverse impact. The Bank identified 3 salient human rights issues which may create impacts upon the business including misselling, labour rights in project

lending and customer data privacy. However, with the existing human rights due diligence process, the Bank committed no human rights violation in 2018.

Human Rights Due Diligence Process



Practices to Manage Salient Human Rights Issues



Customer rights

Protect customer privacy to ensure the highest level of security for all transactions by complying with the Code of Conduct and the Information Security Policy



Employees' labour rights

Promote human rights and labour standards by aligning the Bank's human resource related policy and processes to global standards on labour rights



Human rights in relation to investment and business operation

Implement responsible lending with SCB's exclusive list which specifies criteria relevant to human rights. Projects with potential significant impact on human rights will require higher approval authority.



Human rights in the supply chain

Uphold human rights principles when conducting business with business partners, suppliers and contractors. This entails zero involvement in violation or acts that may create human rights impacts to ensure that suppliers and contractors operate their businesses on the basis of respect for human rights. All suppliers and contractors must strictly comply with SCB Supplier Code of Conduct.



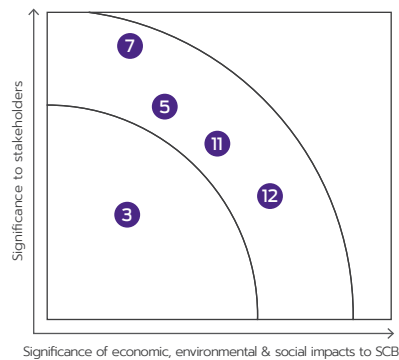


To Be...

The Most Responsible Corporate Citizen

Voice from stakeholders concerning society and environment

“As a major financial institution with an important role in capital mobilisation and allocation, SCB should lead the Thai banking industry to play a greater role in creating a positive change for the society. We wish to see increased financial inclusion and financial literacy among Thai people so that they have less debt and are better informed on personal finance, savings and investment”



Material Sustainability Topics

- 12 Responsible Lending
- 11 Operational Eco-Efficiency
- 7 Climate Change Risks and Opportunities
- 5 Financial Inclusion and Financial Literacy
- 3 Empowering Community and Society

Responsible Lending



Financial institutions serve an important role as a capital mobilisation mechanism that channels funds to businesses and major capital projects ranging from infrastructure, public utilities, energy, industry, to residential dwelling, and thus lay a foundation for economic growth. However, lending or offering financial products and services solely on the basis of financial risks and returns without consideration of environmental and social impacts may affect the country's economy as a whole if it is without proper planning and management. SCB is aware of these implications and incorporates environmental, social and/or governance risks into its credit approval process of all customer segments. A comprehensive credit approval process that

takes non-financial factors into account is one of the Bank's contribution towards reducing adverse social and environmental impacts.

In 2018, SCB Credit Policy Guide, which outlines a credit approval framework for segments, has been revised to include environmental and social risk considerations as part of the process. The Bank also maintains an exclusion list which specifies the types of businesses that the Bank will not finance, such as illegal activities, harmful or exploitative forms of bounded or forced labour and/or harmful child labour, and production or distribution of weapon of mass destruction.

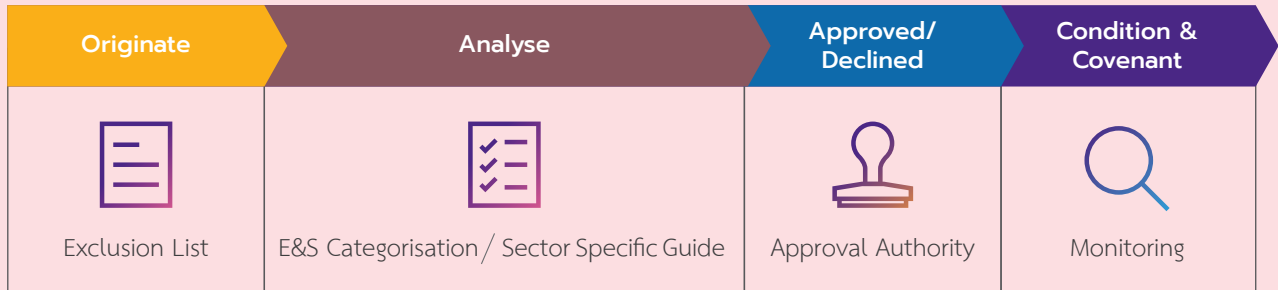
Sustainable Financing for Corporate Client

The Bank has continuously provided financing for major capital projects in addition to other financial products that contribute to the country's economic growth. This allows the Bank to understand that major capital projects with potential to create a myriad of benefits for society could also have negative impact on the economy if environmental and social aspects are not taken into account. Therefore, SCB has developed internal framework partially based on international practices, such as the Equator Principles, for analysing and managing environmental and social risks in the Bank's practices as deemed appropriate. Specifically, the Bank's project finance will not be screened based on the exclusion list alone but also undergo the environmental and social risk categorisation. The assessed risk level

will then determine the level of authority required for credit approval as well as performance monitoring; in other words, loans for higher risk projects will require a higher level of approval accordingly.

In addition, the Bank has also established the Sector Specific Guide for lending to the following industries: alternative energy, dams, infrastructure, and thermal power plants. The Sector Specific Guide specifies the conditions that credit applicants in these industries must follow to obtain financing from the Bank. The Bank is in the process of integrating project evaluation related document into our the IT system for credit review and approval to ensure compliance with the requirements and also for project monitoring.

The Key Elements of Responsible Lending Implementation



Being Part of Turning Waste into Power

SCB has provided loan for a waste-to-energy power plant with a 4.5-megawatt capacity. This power plant is located in Khon Kaen province near communities and municipal landfills. The project, if managed improperly, may cause nuisance and adverse health impacts for local residents such as unpleasant smell, poor hygiene, or community outmigration. SCB has then operated in accordance with the practices outlined in the Credit Policy Guide and the Sector Specific Guide for alternative energy projects in the waste-to-energy power plant category as well as the Bank's Human Rights Policy which has incorporated environmental

and social impacts into credit approval process. The Bank has also commissioned third-party experts to perform social and environmental due diligence before the loan approval and also conduct third-party monitoring during the construction and operation to ensure wastewater and air quality treatment system are in place. In 2018, the project had turned more than 100,000 tonnes of waste into 30,000 megawatt-hours of electricity which was sufficient to supply the consumption of 12,397 households and helped reducing greenhouse gas from waste decomposition by 84,210 tonnes of carbon dioxide equivalent.

Environmental Risk Management for Biomass Power Plant

Since Thailand has a large agricultural sector with rice being the main crop, there have been initiatives to develop biomass power plants to turn agricultural waste, such as rice hulls into energy. In 2018, the Bank provided loan to a biomass power plant project with an 8-megawatt capacity in Lopburi province. Although a biomass power plant puts agricultural waste into good use, there are potentially negative impacts on surrounding communities and the environment, such as dust from improper storage of rice hulls, air pollution from incomplete combustion, or noise pollution, which may lead to local conflicts and long-term consequences on the project's operation. The Bank has then operated in accordance with

the practices outlined in the Credit Policy Guide and the Sector Specific Guide for alternative energy projects in the biomass power plant category by requiring environmental and social impact study as part of the credit approval. Furthermore, the Bank has also worked closely with the client, including providing advisory since the beginning of the project on risk management for alternative energy businesses to help the client make necessary preparation for the project's credit approval. This project is expected to generate electricity at more than 110,000 megawatt-hours per year, which is adequate for 44,770 households, and reduce greenhouse gas from electricity generation by 42,882 tonnes of carbon dioxide equivalent.

Environmental, Social and Governance Considerations in Wealth Management

For SCB wealth management business, the Bank focuses on offering financial products and financial instrument that meet each client's wealth target and risk appetite to achieve the desired returns. The Bank has integrated sustainability issues into its product offerings for wealth clients, especially in the governance dimension. The Chief Investment Office is responsible for selecting suitable financial products for clients according to the Financial Management and Investment Policy. The Investment Committee, chaired by Chief Risk Officer, is responsible for reviewing such policy to ensure its appropriateness and relevance in the current business context. To enhance the quality of its financial advisory service, the Bank has developed

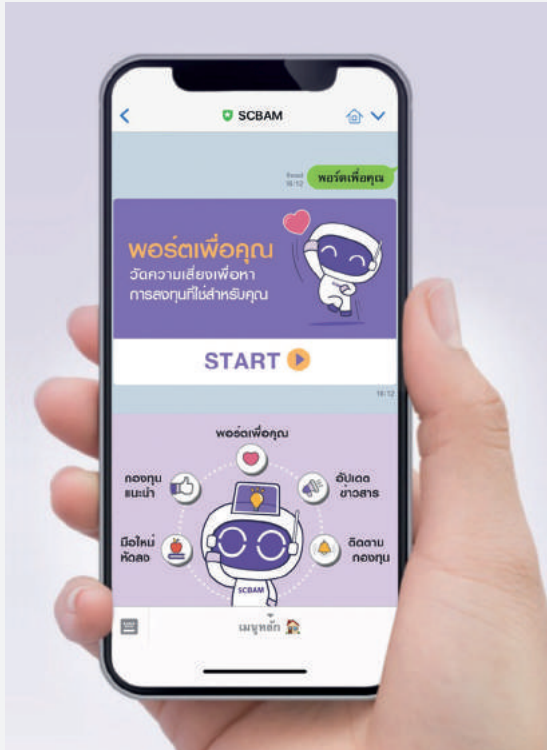
"wPlan" an application on digital devices to facilitate clients' investment decision with transparent and comprehensive information disclosure under the Open Architecture concept that allows clients to access a wide variety of products that meet their needs.

In addition, the Bank develops financial products to cater to clients who wish to invest in companies with good governance practices according to the Thai Institute of Directors or other related organisations. There are also investment products in companies that are certified sustainable by local and global organisations in terms of its sustainability operations.

Sustainability in Asset and Wealth Management

SCB operates its asset management business through SCB Asset Management with net asset value under management of Baht 1,468 trillion. The company has incorporated environmental, social, and governance considerations into the investment policy and launched SCB Thai Equity CG Fund to facilitate investment in sustainable companies. This fund focuses on companies with

good corporate governance practices based on CG Scoring ratings of the Thai Institute of Directors and includes companies that are accredited members of Thailand's Private Sector Collective Action Coalition Against Corruption with a good governance track record. As of December 28, 2018, net asset value of SCB Thai Equity CG Fund was at Baht 450,063,506.85



“Perm Poon” chatbot for investment

SCB Asset Management (SCBAM) places high emphasis on creating awareness and making mutual fund investment easy and accessible for anyone, particularly the new generations, to stimulate interest in investment. The company has partnered with SCB Abacus to develop “Perm Poon”, the first chatbot in Thailand that can converse with investors through LINE and Facebook Messenger and answer any questions on mutual fund investment in real time 24/7. This chatbot serves as a personal investment assistant to provide information on SCBAM mutual fund products, local and international market updates, financial advice, and tax benefits. SCBAM plans to add new features that allow customers to connect mutual fund accounts and make transactions.





Operational Eco-Efficiency

Efficient use of natural resources is one of the key foundations for sustainable social and economic development of the country. Therefore, the Bank focuses the efforts on fostering environmental and conservation awareness within the organisation with a belief that every employee should do his or her part in protecting the environment. To demonstrate

the Bank's commitment in managing and minimising environmental impact from its operations, the Bank has established the Environmental Management Policy, the Operational Eco-Efficiency Guideline and the Green Procurement Guideline to ensure that business is conducted on the basis of environmental protection and conservation.

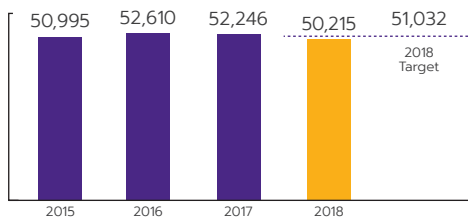
Reducing Environmental Impact from Business Operations

Since 2017, the Bank has set up the Operational Eco-Efficiency Steering Committee chaired by senior management to set directions and monitor environmental performance. Specifically, the Bank set targets to achieve a 10% reduction in energy

use, greenhouse gas emissions, water use, waste disposal and domestic travel by 2023 based on the 2016 benchmark performance. The Steering Committee will monitor performance regularly on a quarterly basis.

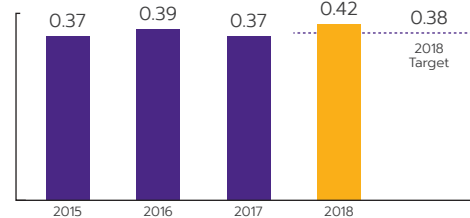
Energy Use

Total Energy Consumption (Megawatt-hours)



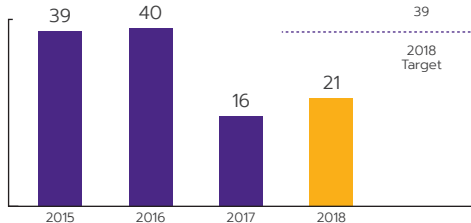
Water Use

Amount of water purchased (million cubic metres)

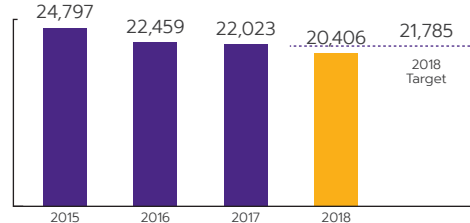


Greenhouse Gas

Direct emissions (tonnes of carbon dioxide equivalent)

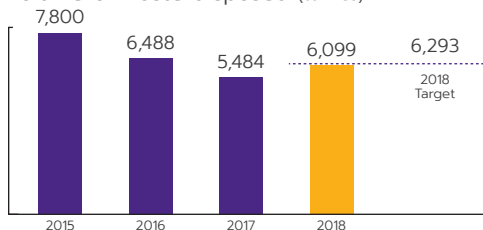


Indirect emissions (tonnes of carbon dioxide equivalent)



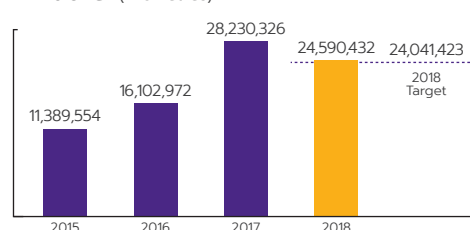
Waste Disposal

Volume of waste disposed (tonnes)



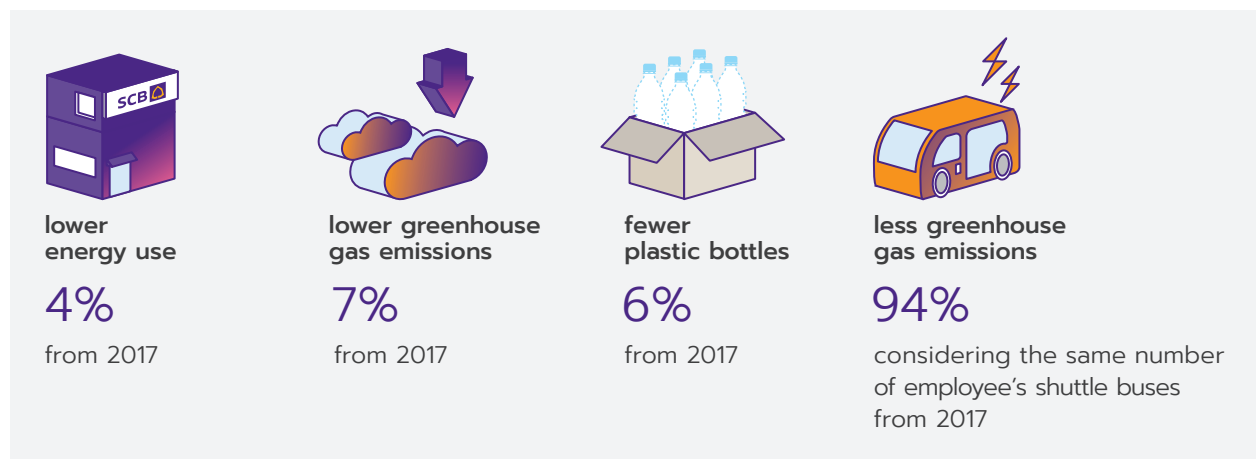
Business Travel

Air travel (kilometres)



To achieve these targets, the Bank has implemented a variety of initiatives for resource conservation and energy efficiency, such as improving the cooling and air conditioning systems to increase energy efficiency, campaigning to reduce plastic use within the organisation by giving out reusable

water bottles and cloth bags to employees, acquiring electric vehicles (EV) for employee shuttle buses, etc. Furthermore, since 2017, the Bank has digitised its internal processes with aims to reduce both resource use and operation time as well as increase efficiency.



Shred2Share Project

Started in 2012, Shred2Share project is a collaborative effort with SCG Packaging PCL and Thai British Security Printing PCL to raise awareness in resource efficiency among employees. Under the "Safe Information; Save the Environment" concept, SCB employees are

encouraged to reduce paper waste by using both sides of paper and dropping used paper in the provided recycling containers. In 2018, the Bank had collected 642 tonnes of paper to be shredded and made into recycled paper or furniture materials.

Throughout the 10 years collaboration, SCB has:



Reduced greenhouse gas emissions by

180,047

kilograms of carbon dioxide equivalent



Reduced coal usage by

76,174

kilograms



Reduced water use by

34,624

cm³

SCB Says No to Plastic Campaign

The "Say No to Plastic" initiative has successfully reduced plastic waste by more than 8 tonnes with its initial campaign against plastic bottles. In 2018, the Bank built on this success by giving out cloth

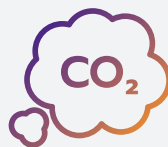
bags to employees to reduce the use of plastic bags and to build a responsible consumption habit to protect the environment.



Fewer plastic bottles used in 2018

81%

from 2018 Target 90%



The total reduction in plastic waste amounts to a reduction of greenhouse gas emissions by

27,997 kg CO₂e

Green Procurement Guideline

The Bank recognises the environmental impact resulted from its operations and has therefore developed the Green Procurement Guidelines to support eco-friendly procurement as well as encouraging product and service providers to be environmentally conscious. The Green Procurement

Guidelines, supplier selection process, supplier sustainability guidelines, human rights, corporate governance and code of conduct have been communicated to suppliers through the Bank's annual Vendor Communication Day activity in which more than 174 companies attended in 2018.

Climate Change Risks and Opportunities



Today, climate change is one of the most pressing environmental issue which is caused primarily by human activities. To take its part in helping with the issue, the Bank is committed to driving Thailand's transition to a low-carbon economy with the intermediary role to finance businesses or projects that help reduce greenhouse gas emissions and through its internal energy and resource efficiency initiatives.

The Bank has been providing loans to fund initiatives that help lower greenhouse gas emissions, such as the solar power plant project, the wind farm project, or the mass rapid transit project, as well as supporting public research on new products and innovations to reduce carbon footprint. In terms of internal process, the Bank incorporates climate change risk into its lending procedure and approval by studying climate change impact on the Bank's loan credit portfolio to review the adequacy of existing prevention and risk mitigation measures.

Climate Financing

The Bank believes that climate financing not only helps tackle climate change, but also reduces credit risk on potential regulatory changes in which greenhouse gas emission laws and standards may be imposed. In 2018, the Bank's climate finance initiatives entailed funding for

alternative energy projects, promoting energy efficiency in buildings and industries, as well as partnering with government agencies to fund research and development in the private sector to spur eco-friendly products and innovations.



"SCB has in-depth understanding in the alternative energy business and has been a great supporter of our business with the confidence since the beginning. We are then able to execute our capital projects on the expected time frame and we would like to continue fostering this relationship in the future"

Ms. Omsin Siri

Vice President, Corporate Communication Department,
Energy Absolute PCL

Supporting alternative energy

In addition to financing conventional energy businesses which are still crucial for Thailand's economic development during the transition to a low-carbon economy, the Bank has also increased lending to alternative energy businesses that help reduce greenhouse gases from electricity

generation. The Bank's target allocation for alternative energy lending in 2019 is 34% wind power, 5% solar power, 13% hydropower, and 48% others respectively. The table below shows a breakdown of loan portfolio by type of alternative energy in the past 4 years.

Type of Project	2015	2016	2017	2018
Wind Power (%)	5	12	21	31
Solar Power (%)	27	19	16	11
Hydropower (%)	11	17	17	17
Others (%)	13	52	46	41

Lending to solar power projects

The Bank has financed solar power generation projects in many parts of Thailand, including Ubon Ratchathani, Kamphaeng Phet, Tak, Sukhothai, Phetchaburi, and Prachuap Khiri Khan. Through this provision of lending, the Bank has accumulated an expertise in lending and risk management advisory for solar power generation projects. Although photovoltaic technology is known to generate clean energy, the Bank continues to monitor its social and environmental impacts and performance even after the loan approval. The Bank also requires an annual performance monitoring by third-party experts to ensure that all terms and conditions of the loans are met which include the management and prevention of social and environmental impacts. In 2018, the solar power with photovoltaic technology projects were able to generate 29,000 megawatt-hours of electricity to provide electricity usage of 11,983 households which amounts to a reduction in greenhouse gas emissions by 11,803 tonnes of carbon dioxide equivalent per year.

Energy efficiency for buildings and industries

In partnership with the Ministry of Energy, the Bank has taken part in the Energy Saving Lending Programme from the start to the current Phase 6 to promote energy efficiency in buildings and factories. This initiative provides low-interest loans for energy efficiency investments, such as replacing machinery or installing equipment to save energy or generate renewable energy. In 2018, for this programme, the Bank had extended more than Baht 50 million worth of energy efficiency loans, which save or generate more than 1,610,000 units of electricity per year or a reduction of greenhouse gas emissions by 937 tonnes of carbon dioxide equivalent per year. The total amount of loans since 2017 of the Bank's involvement in the programme is Baht 213 million, which save or generate more than 7,059,000 units of electricity per year or a reduction of greenhouse gas emissions by 4,110 tonnes of carbon dioxide equivalent per year.

Financing science and engineering R&D for private industrial production and commerce

The Bank has partnered with the National Science and Technology Development Agency (NSTDA) to provide low-interest financing for private sector research on alternative energy, product development and productivity enhancement. With the planned duration of 2015-2020, the programme aims to expand and enrich science and engineering knowledge and application for industrial production and commerce. There are currently 22 participants in this programme with the total loan amount of Baht 346 million.

Zero-interest financing for sustainability innovation

The Bank supports the National Innovation Agency by providing interest-free project finance loans to spur innovation for eco-friendly products and production processes. Since the programme's inception in 2015 until now, the Bank has given zero-interest loans to 5 projects in the total amount of Baht 61 million.

Climate Change Risk on Loan Portfolio

Given the government's goal to drive Thailand towards a low-carbon economy, laws or measures designed to control greenhouse gas emissions, such as carbon tax or greenhouse gas reduction measures, may have material impacts on the Bank's borrowers whose businesses are in carbon-intensive industries, e.g. coal power generation, petroleum exploration and production. In 2018, the Bank studied climate change risk among customers who may be affected by regulatory changes and those

facing physical impacts from climate change, such as increased frequency and intensity of storms interfering with their production processes. Such factors have been incorporated into the Bank's assessment of customers' repayment ability. Despite heightened risk factors, the Bank found that the number of customers in the affected industries are within an acceptable risk level. Nonetheless, the Bank adequate Loan Loss Reserve (LLR) to cope with the setting scenario.

Incorporating Climate Change Risk in Business Operation

The Bank's operational risk assessment process takes into account risk issues that arise internally throughout the organisation or from natural disasters to ensure adequate risk management. Furthermore, the Bank has a process to monitor environmental factors that have economic implications which include climate change or related government

policies. The Bank's Economic Intelligence Centre (EIC) is responsible for studying and analysing such risk by industry sector as well as communicating key issues on a monthly basis so that relationship managers and relevant units can incorporate the information to their business planning for the industries within their purview.

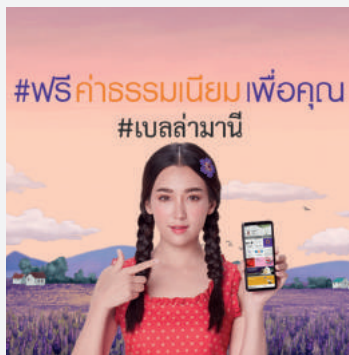
Financial Inclusion and Financial Literacy



Financial Inclusion

In the age of rapidly evolving technology which inevitably affects how businesses operate, the Bank focuses on developing its capabilities to be agile and adaptable as well as using technological advancement to increase financial inclusion and to raise the bar on product development and customer experience. The Bank aims to provide

equal, convenient, inclusive access to financial products and services with more geographic reach for all groups of people. In addition, the Bank has continued to collaborate with external organisations to increase accessibility to financial solutions that address people's needs and provide fair and inclusive access to funding sources.



"SCB is the first bank to permanently offer no-fee transfer, payment, and top-up services to promote financial inclusion in Thailand."

With the collaboration of the Bank of Thailand and the Thai Bankers' Association, SCB signed a memorandum of agreement to promote financial inclusion in Thailand by offering the "Basic Banking Account" for state welfare card holders and senior citizens. The goal of this initiative is to make

basic financial products and services accessible and help raise the overall standard of living in Thailand. The basic banking account is a saving account with no minimum balance requirement, no issuing fee or annual fee for a debit card, and no account maintenance fee.

There are over 2,400 SCB Basic Banking Accounts

Note: Information as of December 31, 2018

To promote financial inclusion, the Bank has appointed Thailand Post Company Limited as SCB banking agent to pilot a deposit-taking service for savings or checking accounts at 900 post offices

nationwide. Customers can deposit a maximum of Baht 30,000 per transaction and Baht 60,000 per day. This is another service model to specifically facilitate financial inclusion for customers in remote areas.

Happy Money Programme

In 2018, the Bank has collaborated with the Ministry of Public Health to establish the Happy Money Programme for the Ministry's employees with the goal of promoting financial inclusion and financial discipline. The Bank took part in two initiatives including the "Happy Home" programme that offers low-interest mortgages with a longer loan period

and "Happy Money Clinic" that promotes financial planning, cultivates financial discipline, and provides basic financial literacy which includes solving debt problems. Furthermore, the Bank has also improved the payment systems of public hospitals under the Ministry of Public Health to allow e-Payment for increased efficiency and convenience.

Happy Money Programme

Happy Money Home and More



Provide a variety of loans for different needs of the the Ministry of Health's employees such as:

- Loan for new house, housing construction, refinance residential mortgages
- Home loan
- Personal loan
- Auto finance

Happy Money Clinic



- Activities to promote financial planning and financial discipline
- Dedicated hotline and financial advisory team to assist the Ministry of Public Health's employees
- Debt relief assistance programme through lower interest rate or loan period adjustments

Financial Literacy

In parallel with promoting financial inclusion, the Bank also focuses the efforts on improving financial literacy in Thailand through an array of communication channels, such as the Bank's website, YouTube, Facebook, LINE and Twitter, to ensure that people from diverse backgrounds can access financial literacy materials that suit their lifestyles. The materials are conveyed in simple presentation formats, e.g. quotes, infographics, articles, and short films, with an emphasis on financial management tips and skills that can be applied to daily life or business management.

By being actively engaged in social media, the Bank has acquired a deeper understanding on interests and problems in personal finance management among Thai people. With this insight, the Bank

has built a financial literacy education platform with a wide variety of formats to accommodate diverse lifestyles and interests. In 2018, the Bank has revamped its website www.scb.co.th with Adobe Marketing Cloud Platform technology which enables the Bank to collect and plan online content efficiently. This new capability turns the Bank's website into an important platform to communicate knowledge and information on personal finance management to the public, e.g. health and family planning, real estate investment, savings, stocks, investment, and debt management for salary employees. The website hosts more than 400 articles designed to address customer needs at every life stage by using a storytelling technique for simple and effective communication. The website is available in both in Thai and English.



Short Films to Promote Financial Literacy

Fraud Smart with Khun Chai Talai Gong

Many Thai people today have fallen victim to frauds and financial scams that come in different forms, e.g. a call centre scam, a phishing scam, and a fake bank account opening. The Bank exposes these scams through “Khun Chai Talai Gong” short films depicting different types of financial crimes so that people are equipped with necessary information to avoid becoming a fraud victim. The series have more than 2 million viewers to date. The Bank believes that “Khun Chai Talai Gong” short films can help educate the public and raise awareness on modern-day scams.

The Money Coach

This series of short films provides money and debt management advice for people at different stages of life and diverse lifestyles, e.g. first jobber’s debt, wedding debt, or investment tips and planning. With practical advice from real money management

gurus, the series aims to steer people away from getting into unnecessary debt so that people can live a happy financial life and manage financial emergency with ease. Viewers will also learn useful information on investment benefits.

Khun Nai Aom Series 2

The short films “Khun Nai Aom Series 1” were met with great interest and received as many as 8 awards from local and global institutions, e.g. Best Social Media Campaign from Thailand Social Award, Marketing & Customer Awards from the Digital Banker Global Retail Banking Innovation Awards 2018, Best in Social Media Marketing and Services in the Best Consumer Digital Bank category from Global Finance Magazine. This success has inspired the sequel “Khun Nai Aom Series 2” in 2018 to further provide financial planning skills and financial discipline for Thai people.

Enhance Financial Literacy with Digital Technologies

Keb Hom Application

Developed by SCB Abacus, “Keb Hom” is an innovative financial discipline tool for the new generations that makes saving easy. This savings application features saving schemes and goal setting based on AI algorithms, the first of its kind in Thailand. Users need a separate savings account tied to Keb Hom to which money will be automatically transferred from another account at the amount determined by the application. At the end of 2018, the Bank set a target savings via Keb Hom at Baht 30 million.

Puek Hom – interactive chatbot

In 2018, SCB Abacus launched an interactive chatbot, “Puek Hom,” on Facebook Messenger which allows users to track and record daily expenses, set monthly budget, or obtain expense summary charts by spending category. There were more than 100,000 registered Puek Hom users at the end of 2018.

Empowering Community and Society

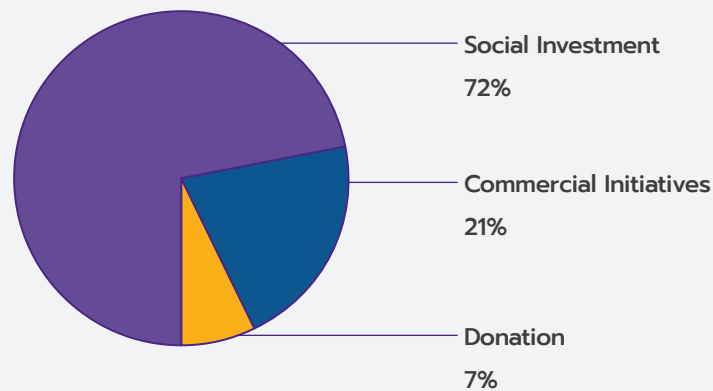


With aims to elevate and improve people's quality of life in order to lay a solid foundation in building a strong and sustainable society, the Bank works in collaboration with the Siam Commercial Bank Foundation and other external organisations, through the creation of partnerships and networks, to run activities for social benefits with the main drivers of these activities being the Bank's employees. Through CSR participation, the Bank cultivates a corporate culture by instilling public spirit among its employees, helping them to recognise the importance of giving back to the society by creating a quality of life for the community.

In 2018, the Bank shifted towards a more efficient approach to promote and empower the community, emphasizing on frequent community visits to assess and understand the opinions and needs of local people. Integrating the collected data with the Bank's expertise, relevant projects are then initiated to sustainably respond to the needs of the community. The Bank's CSR framework focuses on 3 priorities including Youth Development and Education, Quality of Life and Community Development, and Cultural and Environmental Conservation. At the same time, the Bank also promotes the volunteer spirit among its employees by encouraging them to participate in the Bank's CSR efforts.

808.2

Baht million spent on
CSR activities in 2018



12,611 employees
participated in CSR activities

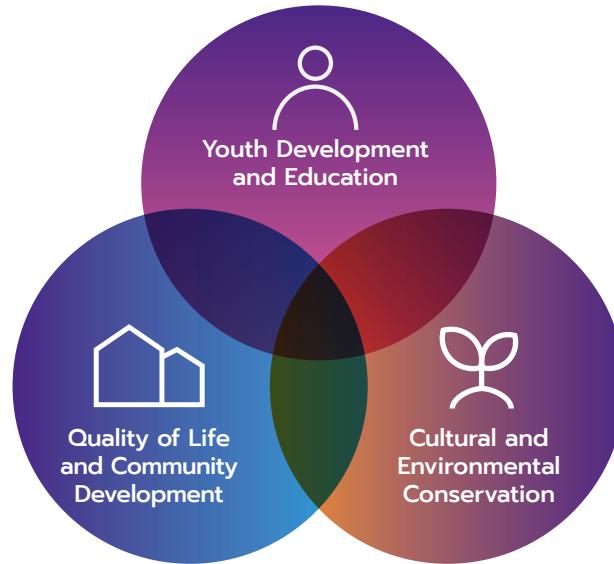


25,095 hours
volunteer hours spent on
CSR activities



7.6 Baht million
Spent on employee CSR
activities

Overview of CSR Strategy and Activity



Objective:

To elevate and improve people’s quality of life to lay a solid foundation for a strong and sustainable community

Youth Development and Education	Quality of Life and Community Development	Cultural and Environmental Conservation
<p>Develop age-appropriate capabilities for youths, both academically and morally, in relation with the awareness of technological changes, which is an important basis in fostering the country’s socio-economic growth and prosperity.</p> <p>Target group: Youths in Thailand’s education system</p> <p>Number of Projects: 34</p>  	<p>Promote and improve the way of life in the community and society, addressing the people’s basic needs, health, and well-being, while establishing financial discipline, in order to build strong communities that will become an important force in developing the country’s stability and sustainable advancement.</p> <p>Target group: Society at large</p> <p>Number of Projects: 25</p>  	<p>Encourage the preservation of arts and culture, customs and traditions, as well as the environment, with the purpose of passing on the value of social heritage and essential natural resources to future generations.</p> <p>Target group: Community</p> <p>Number of Projects: 23</p> 

Youth Development and Education

The enhancement of youth's capabilities and moral characters is crucial in laying a steady groundwork for the nation's economic prosperity and social welfare. As the society evolves in a fast pace, the Bank endeavors to support the preparation of these

youths for forthcoming changes. With a firm belief that youths are the foundation and future of the nation, the Bank aims to carry out projects to develop and promote a youth-centred learning approach to efficiently groom these future drivers of the nation.

Leadership Programme for Sustainable Education (CONNEXT ED)

Since 2016, the Bank has joined a network of 12 private organisations to become part of the Leadership Programme for Sustainable Education or CONNEXT ED, a programme targeting the raising of basic education standards and leadership development. In the first phase, the Bank and the Siam Commercial Bank Foundation supported 30 SCB employees to volunteer as "School Partners" (SP) and work with school principal and teachers from 50 schools to improve the quality of education by developing teachers' capabilities. The participation of the Bank employees in this programme also led to the improvement of

their way of work and leadership. An analysis of the success of the project's first phase revealed that 29 schools have improved their method of teaching and have become potential models for other schools in their areas. Furthermore, over 40% of 931 teachers have become familiarised with the Active Learning approach. The Bank remains committed to advance this project into its second phase, whereby the partnership network with 21 additional organisations will be expanded in order to achieve an even more concrete output under the implementation of 5 strategies including:



Transparency of school data



Market mechanism and engagement



Development of school's executives and teachers capabilities



Children-centred learning approach



School's access to digital infrastructure

The second phase of CONNEXT ED focuses on enhancing capabilities of teachers, who are important role models for youth development, by encouraging the adoption of the Active Learning approach. In this attempt, academic experts and School Partners will work closely

with the management teams of schools under the Bank's supervision in 3 educational innovation areas, including Rayong, Si Saket, and Satun province. Future plans of the project include its expansion to cover 200 more schools located in the country's educational innovation areas.

SCB Challenge

For the 13th consecutive year, the Bank provides opportunities for youths of all ages and education levels to demonstrate their capabilities through the “SCB Challenge” competition. The Bank believes that with enhanced capabilities, youths will mature and become the driving force to further advance the capabilities of the country. At its 13th year, the competition is organised under the theme “Keeping Thailand in Pace with the World, “SCB Challenge” incorporates learning through hands-on execution which

participants will acquire various skills, develop discipline and responsibility, and become aware of environmental conservation and good citizenship characteristics. The competition aims to also encourage young people to step into the modern age, become technology literate, and create useful innovations for the society. “SCB Challenge” is divided into three categories based on the following education levels: primary school students, secondary and high school students, and university or college students.

340

participating schools

502

participating teams

2,020

participating students

A Mixed Media Competition under the topic of “Thai Stories, Global Reputation” for high school or vocational students

For the secondary and high school student category, the Bank held a mixed media creation competition under the topic of “Thai Stories, Global Reputation”. Through this initiative, the Bank hopes to foster pride in local communities and Thailand among youths. Participants will familiarise themselves with the concept of teamwork, acquire knowledge from hands-on experience, and use technology creatively. Furthermore,

students will develop life-long skills such as thinking, learning and technological skills. The competition promotes learning experiences beyond classrooms through real-life execution in the community. The winner of this category is the Islamic Studies Demonstration School, Prince of Songkla University, Pattani province, with the project titled “Another Angle”, portraying the story of Pattani province in a different perspective.



“The SCB Challenge exposes young students to the values of the society they live in.”

Mr. WINAI SATTARUJAWONG
Competition Committee and
Documentary TV Director

Quality of Life and Community Development

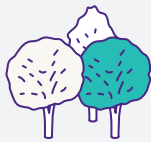
The Bank firmly believes that a quality of life, strong health, and inclusive access to healthcare will contribute to the community's efficient function of their respective duties and roles in the social mechanism. Therefore, the Bank runs different projects to enhance the community's quality of life, with specific focus on health promotion,

in tandem with promoting and raising the well-being of people in remote areas through the creation of jobs and knowledge in financial management. These efforts are aimed at efficiently changing the people's spending habits while cultivating financial discipline in order to build an independent and sustainable community.

Community Development Project in Thoet Thai Sub-District, Mae Fah Luang District, Chiang Rai Province

Since 2005, the Bank has collaborated with Mae Fah Luang Foundation under Royal Patronage to carry out the Reforestation Project and the Water Resources Development Project in honour of His Majesty the King in Thoet Thai Sub-District, Mae Fah Luang District, Chiang Rai Province. The project's objective is to reduce deforestation, expand the conservation and restoration of upstream forests,

and enable local people to maximize the use of water resources generated from the project. This will help retain more water in the upstream forest and improve the people's quality of life with a year-round supply of water for consumption. Furthermore, the ability to cultivate more than once a year will result in more income for local households, leading to a stronger community.



9,730 Rai of forest
increased
or equals to 60.42% of the project area



**Local household income increased from
Baht 23,700 per household per year in 2005 to
127,010** Baht
per household per year in 2009

As a result of the project's continued success, the Bank aims to engage profoundly in the development of the community and people's quality of life in Thoet Thai Sub-District by forming partnerships with social development networks as well as by applying the Bank's capabilities as a financial institution to this endeavor. A survey on the community needs showed that the Bank can contribute knowledge on daily financial management activities, such as recording household expenses, to local target groups, e.g. farmers, teachers, students, or housewives. To achieve this, local

groups, such as village officials, school teachers, and the Bank volunteered employees act as an instrument to provide financial knowledge to the target group under a 3-level framework: "spend consciously", "plan intelligently", and "invest wisely". In order to create the highest learning efficiency, the Bank adapts relevant instructional media and communication tools suitable for each target group. The Bank is also committed to build on this success and contribute its capabilities to improve the quality of life of people in other communities as well.

Happy and Healthy Bike Lane

The Bank collaborated with the Airports of Thailand PCL to develop a public bike lane under the name Happy and Healthy Bike Lane or “Charoensukmongkolchit” in Thai. The name was graciously bestowed by His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun. The Bike Lane is a space dedicated for public recreational activities and can be accessed by

people of all ages. It aims to create a community of health-conscious people through biking, promoting quality of life and strong health. The project features a standard bike lane, which runs around Suvarnabhumi Airport with a total distance of 23.5 kilometres. It is also well-equipped with facilities and a world-class security system. The Bike Lane is open to the public free of charge.

Bike Lanes and Running Track	Security System	Facilities and Services
<ul style="list-style-type: none"> • 23.5-kilometer principal bike lane • 1.6-kilometer short-range bike lane • 1.6-kilometer running track 	<ul style="list-style-type: none"> • Entry system using “Snap” wristbands for riders, identity verification • First Aid Centre and Emergency Centre • Solar-powered lighting system • 1.2-kilometer Sky Bridge 	<ul style="list-style-type: none"> • Modern and up-to-standard car park • Meeting points, lavatory, and resting areas • Food and beverages • Bike services



Over
130,000
current members



An average of
90,000
cyclists per week

Note: Data as of December 31, 2018

Cultural and Environmental Conservation

The Bank endeavours to instill awareness and encourage participation of employees in its cultural and environmental conservation efforts while supporting charitable organisations working to preserve and pass on cultural heritage and ancestral traditions to new generations. At the same time, the Bank recognises the importance of environmental

preservation. In the past years, the Bank carried out the “SCB Let’s Do Good for the Environment” campaign to urge its employees to engage in and recognise the importance of environmental conservation, contributing in waste reduction, particularly plastic waste, to reduce global warming which is a key global agenda today.

“Un Ai Rak Khlay Khwam Nao:

Sai Nam Haeng Rattanakosin” Winter Festival

The Bank participated in the 2018 winter festival in Bangkok called “Un Ai Rak Khlay Khwam Nao” (Love and Warmth at Winter’s End), organized under the theme “Sai Nam Haeng Rattanakosin” (The River of Rattanakosin). With an intention to demonstrate the deep ties between the Monarchy and the Thai people, the festival featured an exhibition on water management royal initiatives, replicating 6 key canals and 2 important bridges of Thailand. The festival recreated the atmosphere of Thailand’s waterways and allowed visitors to experience the traditional way of living of the past. Visitors were also encouraged to dress in traditional Thai costumes as well as bring their own shopping bags to contribute to the effort on environmental conservation by reducing the use of plastic bags. Over 8,550 visitors participated in this festival.

As part of the event, the Bank constructed and decorated its booths in a combination of Beau-Arts and Neoclassical architecture, to replicate its first establishment, the Talad Noi branch, which is located in the country’s former commercial district. The building also sits on the bank of the Chao Phraya River, which is the major water route for the country’s trade and economy. Additionally, the Bank also held activities to provide knowledge to visitors:

The Royal River of Generosity for the Hearts of the Thai People Exhibition portrays the graciousness of the Chakri Dynasty’s 10 Monarchs, who have generously contributed to the development and prosperity of Thailand and its people. The exhibition storyline relates to Thailand’s waterways, which have always served as an important economic routes of the country since the olden days.



The Royal River of Generosity for the Hearts of the Thai People Video presents the history of Thailand’s economy which holds deep connections to the country’s waterways and the kindness of Their Majesties the Kings of Thailand, which have laid a solid foundation for the country’s prosperity and economic independence throughout history. It also featured the story of the establishment of Siam Commercial Bank. The film was presented with timeline graphics using multimedia technology.

Chaophraya River Panoramic Photo Spot uses a multimedia screen to reconstruct an atmosphere overlooking the scenes of Rattanakosin trade activities from inside the Bank’s Talad Noi branch building.

Vintage Photography Booth applies the mirror screen technology to combine a visitor’s photograph to a background image of the past, producing an effect of having stepped back into ancient times.

Participants of this activity were encouraged to make voluntary donations whereby all proceeds were presented to His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun for donation to charities at His Majesty’s discretion.

SCB Let's Do Good for the Environment

The Bank places importance to the efficient use of resources and the promotion of civic spirit among its employees for the benefit of the society and environment. Thus, the Bank runs the "SCB Let's Do Good for the Environment" campaign on a continuous basis to raise awareness and encourage employees to engage in environmental conservation. Each year, the Bank employees participate in environmental-oriented activities, such as the

"SCB Says No to Plastic" campaign aimed at encouraging employees to change their habits by reducing, refraining from, and giving up the use of disposable plastic bottles, and the "Beach Cleaning" activity where managers and employees in coastal areas annually participate in collecting garbage and cleaning up the seaside to preserve the ecosystem and beautiful scenery of provincial tourist destinations.

In 2018, over 4,465 employees participated in the "SCB Say No to Plastic" campaign, which is an equivalent of over 9,620 working hours.





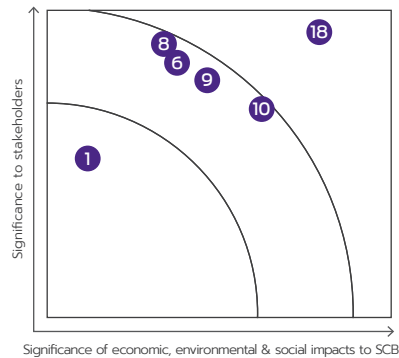


To Be...

The Most Prudent Bank

Voice from regulators

“SCB should conduct business on the basis of good governance, integrity, ethics, and responsibility, in both market conduct and responsible lending, as well as thoroughly considering today’s emerging risks including data breaches and stability of IT systems for digital transactions”



Material Sustainability Topics

- 18 Cyber Security
- 10 Risk Management
- 9 Anti-Corruption and Bribery
- 8 Market Conduct
- 6 Corporate Governance
- 1 Anti-Money Laundering

Corporate Governance

With a belief that good governance practices will build a foundation for sustainable growth, the Bank has in place a transparent and effective management structure with checks and balances to best facilitate the Bank's corporate governance practices.

Governance Structure

The Bank appointed the Nomination, Compensation and Corporate Governance Committee (NCCG) to set policy and oversee corporate governance practices. The Committee reviews and revises the SCB Financial Group's Corporate Governance Policy to comply with corporate governance requirements set by relevant regulatory agencies, namely the Bank of Thailand and the Securities and Exchange Commission as well as that of international practices. Furthermore, the Nomination, Compensation and Corporate Governance Committee is also responsible for nominating suitable candidates for directorship and senior management positions as well as overseeing policies, criteria, and processes in nominating directors and senior management of SCB Financial Group's subsidiaries.

The Bank treats all candidates fairly and equally on a non-discriminatory basis regarding gender, ethnicity, race, religion, or marital status by assessing a candidate's qualifications through the lens of Board Skill Matrix to ensure a well-balanced board with appropriate skills under the prevailing business environment.

The Bank recognises the importance of risk and technology oversight for today's organisations as how technology has become increasingly important in the financial business today. In 2018, the Bank therefore set up two additional board committees, the Risk Oversight Committee and the Technology Committee, to fulfill the following roles and responsibilities:

Key Roles and Responsibilities of the Technology Committee



- Oversee technology strategy to ensure its alignment with the Bank's goals and objectives
- Keep the Board of Directors informed and make recommendations on technology-related impacts, directions, and risk management
- Study technology related progress and applies such to the Bank's operations in order to improve financial transactions with the goal of becoming a leading bank in technology.

Key Roles and Responsibilities of the Risk Oversight Committee



- Make recommendations to the Board of Directors on SCB Financial Group's risk governance framework
- Ensure that senior management and chief Risk officer comply with the risk management policy and strategy, including the Bank's risk appetite
- Review and assess the effectiveness of bank wide risk management policy and strategy to ensure that all types of risk including emerging risk are assessed
- Build risk culture within the organisation and oversee compliance on the matter

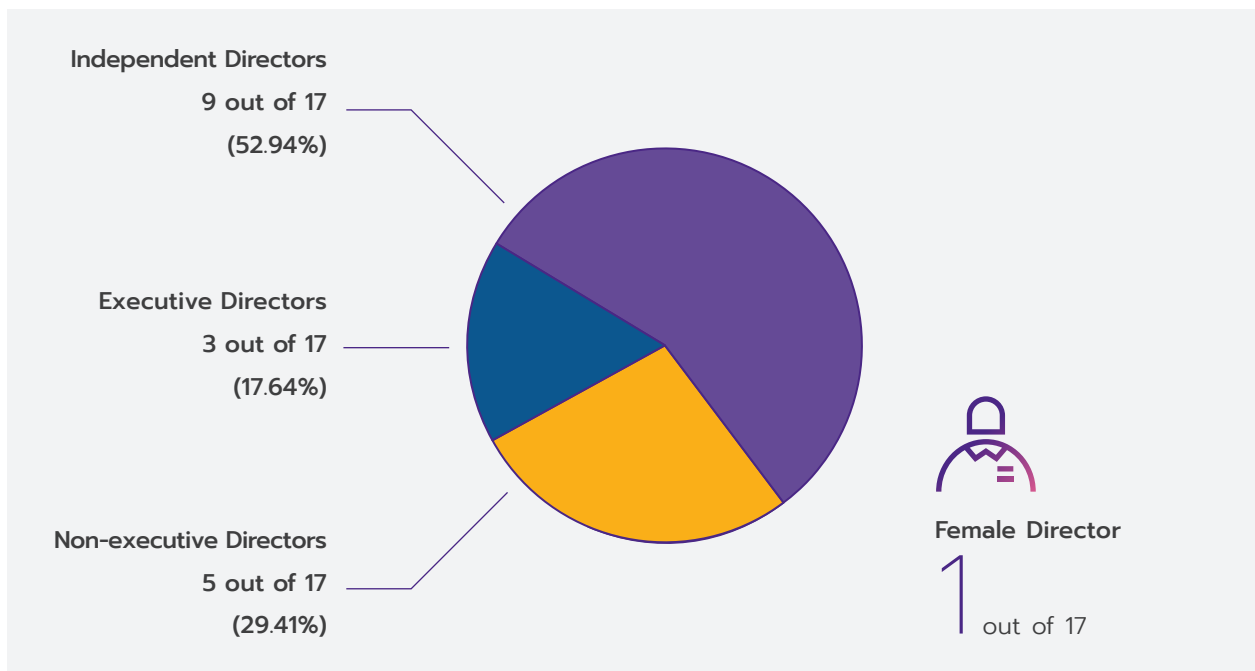
Governance Structure

(Information as of December 31, 2018)



Composition of Board of Directors

(Information as of December 31, 2018)



Board Effectiveness

To ensure board effectiveness, the Bank annually evaluates the performance of the Board of Directors and board committees which consists of 4 parts: 1) performance assessment of the Board as a whole, 2) performance assessment of board committees, 3) performance assessment of individual directors, and 4) performance assessment of the chairman of the Board. Starting in 2012, the Bank has engaged third-party consultants with corporate governance expertise to assess the Board's performance every 3 years, in line with the recommendation set forth in the Principles of Good Governance for Listed Companies by the Stock Exchange of Thailand. In 2018, the Bank commissioned Aon Hewitt Thailand to perform the evaluation and found that the performance of Board of Directors, board committees, individual directors, and the chairman of the Board had all met the Bank's performance expectation. The consulting company also made recommendations on additional

improvements to increase the board's effectiveness in today's complex and rapidly evolving business environment.

To further enhance board effectiveness, the Bank also encourages board diversity in terms of expertise, experience, capability, age, and gender to ensure a broader range of perspectives and views. Beyond expertise in the banking business, the Bank seeks to equip directors with a breadth of knowledge, not only the core knowledge for performing director duties but also knowledge necessary to lead the Bank through today's changes in the business environment, e.g. digital technology, law, risk management, and cyber security. In 2018, the Board attended training and seminars organised locally and internationally, e.g. Bangkok FinTech Fair 2018: SME and Consumer Financial Solutions, Cyber Security and Technology Risk training course, and Bangkok Sustainable Banking Forum 2018.

The Bank was rated "5-Star Excellent" in the assessment of Thai Listed Companies on Corporate Governance by Thai Institute of Directors.

The Bank received 100 assessment score from Thai Investors Association for the quality of shareholder meetings, for its 10th consecutive year in the 99-100 scoring range.

Risk Management

The Risk management is a key mechanism in driving an organisation to reach the target and create a sustainable value for stakeholders. Whereby, the impacts resulted from inadequate or ineffective risk management system can directly impact stakeholder's trust. The Bank thus, has established risk management policy to ensure compliance to the risk management guideline, as well as

a creating a systematic risk management system which aligns with international guidelines. Additionally, the Bank builds an organisational risk culture to ensure that employees at all levels hold accountability and understand the importance in being part of managing risks which may occur in different aspects in the banking business.

Risk Governance

At management level, the Bank's Risk Management Committee is assigned with roles and responsibilities to formulate risk strategies in alignment with the Board of Directors' given direction, while overseeing the overall risk management of the SCB Financial Group. In 2018, the Bank established the Risk Oversight Committee which is an executive committee, mostly consisting of independent and non-executive directors, with the chairperson being an independent director. The Risk Oversight Committee's roles and responsibilities are to provide recommendations to the Board of Directors regarding the direction for risk management. It is to make sure that the direction aligns with the Bank's business

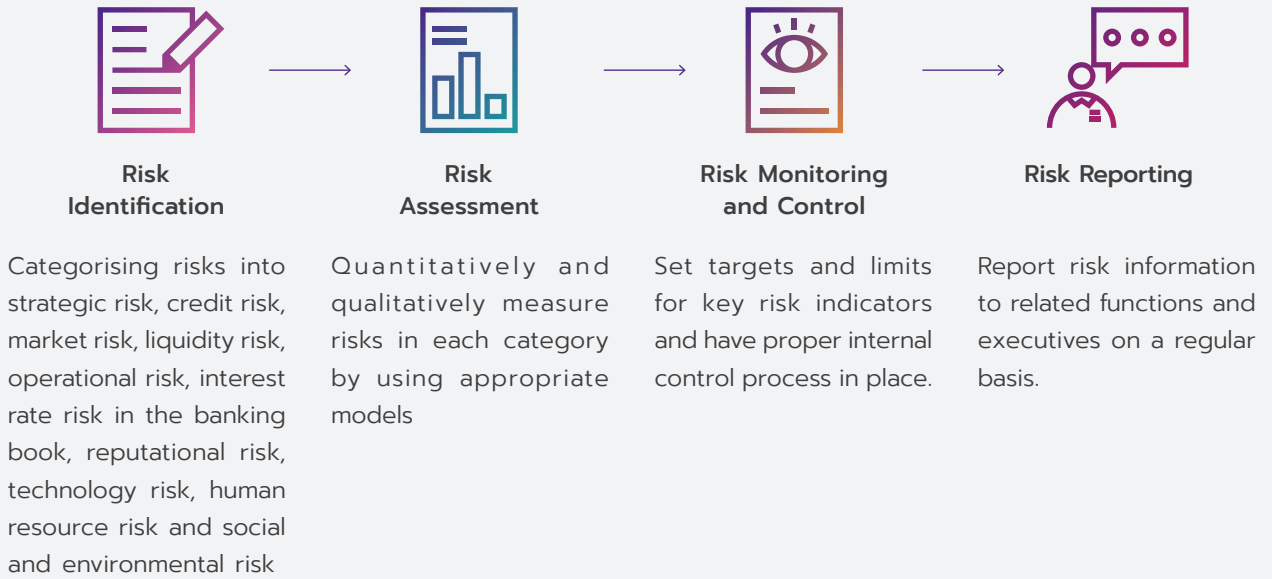
strategy and complies with the risk management framework. This is to ensure that internal risks are managed and monitored at an appropriate level within the identified risk appetite. Moreover, the Risk Oversight Committee also provides recommendation to the Board of Directors for fostering an organisational culture that constantly considers risk and operates accordingly. At the same time, Risk Management Committee at management level also has roles and responsibilities in providing recommendations on risk management policy, risk management and control framework to Risk Oversight Committee and the Board of Directors for overseeing the SCB's Financial Group's overall risk management.



Risk Management and Governance Structure



4 Steps – SCB Risk Management System



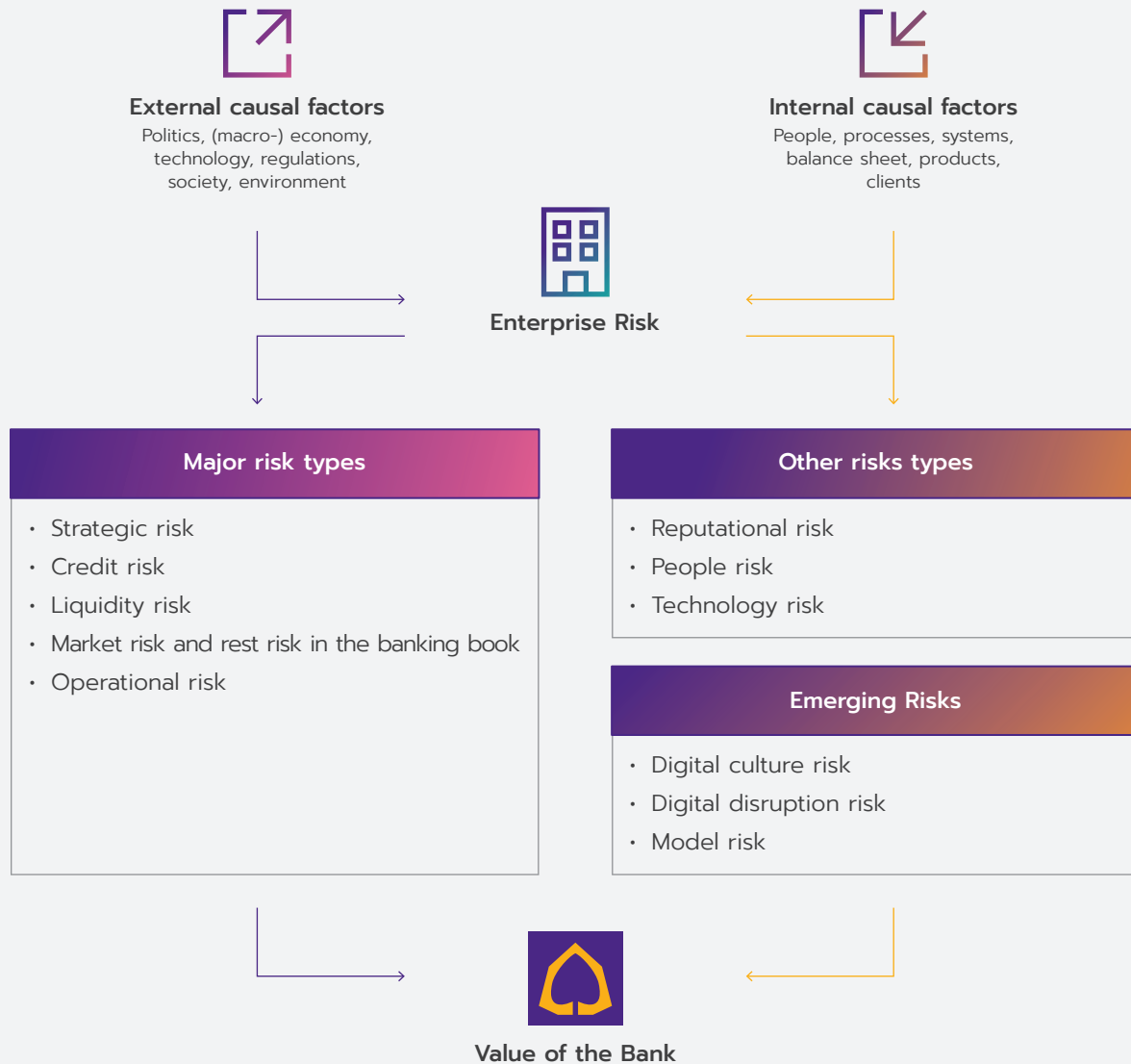
Operational Risk Management ‘Three Lines of Defense’

When viewing the overall of risk management structure, the Bank has adopted the “Three Lines of Defense” governance framework to increase efficiency and accuracy in every processes. Hence, there are collaborations among internal functions, from the Board of Directors to employees.

Furthermore, the Bank also applied the Risk Control Self-Assessment (RCSA) as a tool to identify the preliminary risk. The results are then presented to the Risk Oversight Committee and the Board of Directors for further consideration and conducting risk assessment at organisational level.



SCB Key Risk Factors



The Bank places an emphasis on the management of crisis and unplanned situation which may impact the business operations and stakeholders' trust. In 2018, the Bank engaged an external consulting firm to develop the Crisis Management framework covering the assessment of potential factors, prior, during and after the occurrence of event which may threaten the Bank's operations. Moreover, prevention approach was identified and provided to manage

those factors such that the Bank is able to effectively handle distress and/or crisis. Moreover, the Bank has reviewed and tested the Business Continuity Plan annually and deployed as a framework during crisis operation, in addition to providing a systematic process used for assessing risk which may arise from new products development in order to ensure that risks originating from new products or any changes are mitigated and acceptable.

Emerging Risks

The Bank analyses the emerging risks which may affect business operation in both short-term (within 1 year) and long-term (between 3-5 years).

Measures are also developed to respond, manage and control impacts of these risks accordingly. In 2018, the Bank identified 3 key emerging risks.

Digital Culture Risk

Changes in the business model and internal operational process in order to prepare the organisation for changes and seek business opportunities may result in digital risk, such as data privacy and cyber security. The Bank, thus, specified a clear and appropriate business strategy rooted in a risk culture at corporate level.

In addition, the Bank has set up SCB Academy with goals to uplift employee capabilities in the digital age while adopting the agile way of work to increase operational speed and create new innovation with a customer centric mindset; potentially expanding business opportunities and improving risk management process.

Digital Disruption Risk

Digital disruption risk here means impact from technological changes which may affect customer's expectation and behaviour, financial market, and industry, thus, directly affecting operational risk and the Bank's reputation. To prepare for digital disruption risk, the Bank has acknowledged and understood these changes such that both executives and employees are prepared for the challenges regarding innovation

and development into digital transformation age. The Bank increased investment in technology to support and encourage employees to experiment, challenge latest innovation, and be committed in providing excellent customer services such as responding to customer's needs immediately. Nonetheless, the Bank also develops digital products, services with process to prevent cyber risk.

Model Risk

The Bank prepares to handle changes that may impact the business by developing a scoring model for analysing data for decision making. This poses risks pertaining to scoring model such as fluctuating, inaccurate or faulty results

or misuse of the model. To manage and mitigate this risk, the Bank has developed Model Risk Management Policy as a framework for business operation with regular validation to manage and control potential risk.

Risk Culture

The Bank places importance on building a risk culture which focuses on effective risk management and encouraging all levels of employees to take part. In this manner, the Risk Oversight Committee will provide recommendations to the Board of Directors for fostering the risk culture and ensuring compliance throughout the organisation.

This is being implemented by creating internal channels for reporting risks and building campaign of awareness, knowledge sharing and training for employees, so that employees understand and are aware of risks and its impact to the organisation and stakeholders.

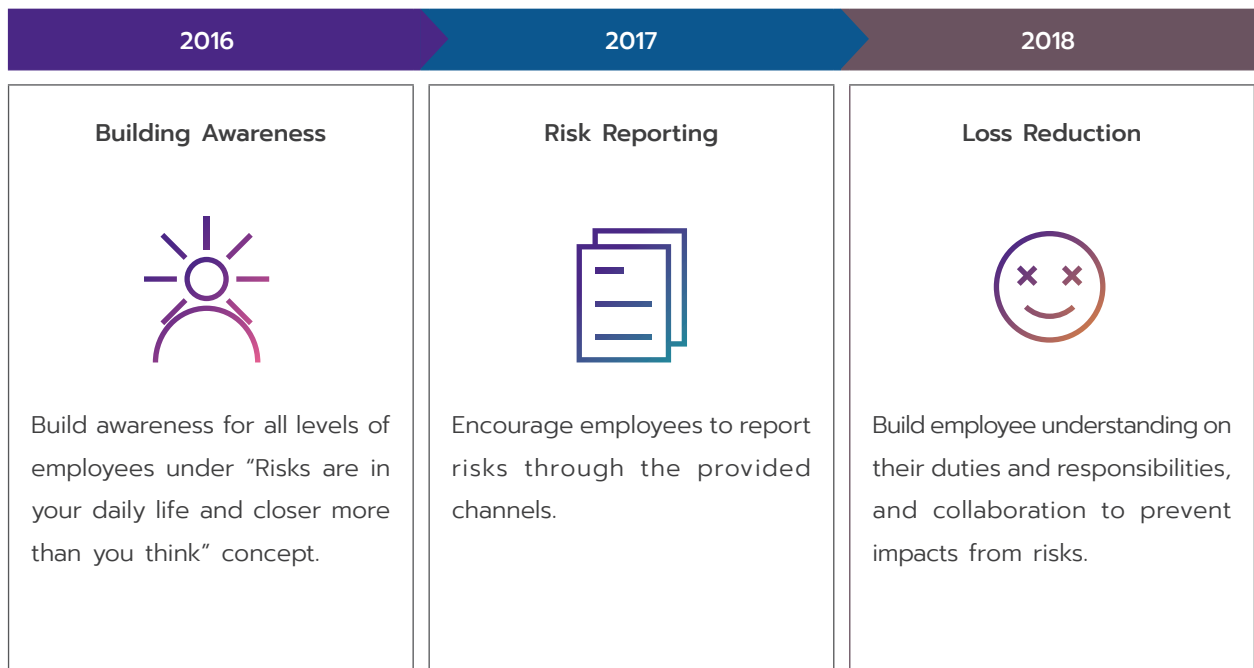


The risk reporting channels

- Governance Risk Compliance (GRC) system via the Intranet
- SCB Connect via LINE application
- E-mail: whistleblower@scb.co.th

7OR: Programme to Build Awareness on Operational Risk Management

7 Operational Risks (7OR) programme is one of important activities conducted to promote an organisational risk culture. The program has been on-going since 2016, building awareness for all levels of employees under the concept "Risks are in your daily life and closer more than you think". After 2017, the Bank built channels for internal risk reporting and in 2018, the final phase of this program, the Bank strived to improve employee's understanding of their role and responsibility to stimulate collaboration to prevent impacts which may arise from ineffective risk management. Throughout the implementation of the program, employees provided excellent support and collaboration illustrated by the number of reports which came through the LINE application (SCB Connect account). Over 500 cases were reported whereby every case was reviewed and entered the investigation procedure to improve the Bank's regulations accordingly.





Cyber Security

To operate the business in the digital age, customer data security and privacy are the Bank's top priorities. In 2018, the Bank set up the Technology Committee to oversee technology strategy and

system architecture to ensure alignment with the Bank's strategies and goals which the performance must be reviewed regularly to keep up with constant technological changes.

Cyber Security Practices

Information security, data confidentiality and customer privacy are of utmost importance to the Bank as dictated by today's business context where most information and data are stored in an electronic format. Thus, the Bank has established SCB Financial Group Information Security Policy in which employees of SCB and its subsidiaries, including those in probationary periods and on temporary contracts, as well as all suppliers and consultants, must follow the IT security practices based on the concept of Confidentiality-Integrity-

Availability (CIA) triad. Duties and responsibilities related to development, adoption, and compliance to the Information Security Policy are stated in the policy with the Technology Committee performing roles and responsibilities in reviewing and evaluating the Bank's cyber security systems to ensure that the systems in place are adequate to support the Bank's strategies. In addition, there is audit function performs audits on cyber security performance and make recommendations for further improvement.



Confidentiality:

Information can only be accessed by authorised personnel.



Integrity:

Information is accurate and reliable.



Availability:

Information is available when needed.

In addition, the Bank has also taken a proactive cyber security approach, for instance, Cyber security Threat Intelligent Surveillance along with continuous improvement in technologies, employees, and processes to monitor, assess, and prevent potential cyber security threats. To prevent cyber security

risks arises from internal operation, the Bank has applied machine learning technology to monitor employees' behaviour, identify hackers, and predict events that may pose security risk to customers' or the Bank's data.

To manage and prevent potential risk associated with third-party service providers, the Bank has established the IT Outsourcing Policy, which also applies to cloud-computing services, to ensure data security, integrity, and customer protection. The Bank identifies the level of approval authority for each type of IT outsourcing, performs an annual audit, and reports the results to the Bank of Thailand to ensure that services provided by vendors are held to the same standard and accountability as if the Bank were to provide the services ourselves.

To prepare for emergency and ensure that, in such event, systems can be recovered within an appropriate timeframe, the Bank has developed the IT Contingency Plan in conjunction with the Business Continuity Plan. Processes, procedures, guidelines are clearly specified, along with roles and duties of business units responsible for executing, testing, and reviewing the IT Contingency Plan to ensure continuous improvement and maintain its relevance within the prevailing business context.



More than

83%

of employees
completed the Cyber Security
Awareness training

**In 2018, the Bank received additional
ISO/ IEC 27001:2013 certification for ATM monitoring**

In conjunction with strengthening its governance structure, the Bank also focuses on building a data security culture within the organisation to make data security a forefront concern for employees at all levels. To ensure that employees have sufficient knowledge on data security issues, the Bank has provided “Proactive Security Awareness” training for all employees as well as implementing the

Cyber security Preparedness initiatives. Through campaigns such as phishing exercise and Distributed Denial-of-Service (DDoS) attack, the Bank can assess its capabilities to manage such events. The results show that the Bank’s cyber security system can detect and handle cyber threats effectively with a high level of resilience and security.

Moreover, the Bank has also contributed to a higher cyber security standard for the banking industry by sharing its insights and case studies on data security with external organisations through the participation and collaboration, such as with Thailand Computer Security Incident Response

Team (ThaiCERT), Thailand Banking Sector Computer Emergency Response (TB-CERT), and Financial Services Information Sharing Centre and Analysis Centre (FS-ISAC). These collaborations ensure that data security effort within the banking and finance industry can reach its highest potential.

Customer Privacy Protection

Managing and safeguarding customer data to ensure maximum security is one of the Bank's top priorities. The Bank's customer privacy practices conform to the Bank of Thailand's regulation, anti-money laundering and other relevant laws, as well as the Bank's market conduct regulations. The Bank has prepared and reviewed the Market Conduct Policy, the Data Privacy and Protection Policy for SCB Financial group, and Customer Confidentiality and Disclosure Regulation which state the regulations on customer data protection, prioritise the Bank's information in the order of importance, specify roles and responsibilities of related business units, as well as approval authority required for assessing customer data. In addition, the Bank has adopted various technologies to protect customer data with tightened security and efficiency.

The Bank respects every customer's privacy and confidentiality and, therefore, establishes guidelines

for customer data protection with the following key considerations: customer privacy, confidentiality, and information disclosure. The guidelines also prevent unauthorised access to personal information and/or account information without customer consent. To obtain customer consent, the Bank will inform customers on the objectives of collecting, using, or disclosing customer data. If any personal information is found to be incorrect, customers can contact the Bank 24/7 through any branch network or Call Centre to rectify the error.



breach
on customers' data
security in 2018

Cyber Security Awareness Campaign

Throughout 2018, the Bank focused its efforts on building cyber security awareness within the organisation through communication campaigns which had been well received by employees. The key message was communicated in a variety of methods,

such as short films with hypothetical situations on potential consequences from neglecting data security, infographics on data classification to prevent a data breach.



“Puth Talk Puth Thoe”

live discussion on cyber security

More than

500 employees

attending the event in person

3,800 employees

watching online broadcast



Write What You Can't (Miss)

A short story contest to highlight the consequences of neglecting cyber and data security in the organisation

Over

20 stories submitted



IT Security Awareness 2018: Day of Cyber Safe

Casual discussion on “How to Live Safely in the Cyber World” with external IT experts.

More than

400 employees

attended this event in person

6,300 employees

watching online broadcast.

Anti-Corruption and Bribery

The SCB Financial Group's Anti-Corruption and Bribery Policy has been established to create a culture of ethics within the organisation through a system of corporate governance and compliance with the code of conduct.

To prevent any case of corruption and bribery, the Bank has set up a governance structure with clear roles and responsibilities along with effective internal control and risk management systems.

Anti-Corruption Practices

The Anti-Corruption and Bribery Policy applies throughout SCB Financial Group and has been communicated to management and employees at all levels to ensure strict compliance. The Bank has also periodically revised its anti-corruption and bribery measures to keep up with regulatory changes and maintain its relevance in the current business environment. The Policy covers major forms of corruption and bribery, such as political contributions, charity donations, sponsorships, or facilitation payments which may lead to corruption. Nevertheless, political contributions either in monetary or non-monetary forms must be

properly disclosed and approved by the Board of Directors or the Executive Committee. In 2018, the Bank gave no direct or indirect support for any political activities, political parties, politicians, candidates for political offices or any persons with political roles.

In 2018, there was no allegation charge or complaint against the Bank concerning corruption and bribery from the Bank of Thailand, the Anti-Money Laundering Office, the Office of the National Anti-Corruption Commission, and the Securities and Exchange Commission.

Furthermore, the Bank has an organisational structure with explicit roles and accountability for anti-corruption and bribery implementation. Through annual mandatory training, anti-corruption measures are communicated and reiterated throughout the organisation so that employees at all levels have an understanding and awareness to strictly comply with the Bank's anti-corruption and bribery measures.



71%
of the Bank's employees
completed anti-corruption
and bribery training in 2018.

No Gift Policy

The Bank places great importance to transparency in business operations in compliance with its Anti-Corruption and Bribery Policy and, therefore, has enforced No Gift Policy. Employees at all levels are prohibited from giving gifts or other

benefits to companies or organisations that have No Gift Policy in place. To promote a culture of integrity and transparency, employees and their family members are also prohibited from accepting gifts from suppliers or subordinates.

Complaint Management and Whistleblowing

Under the Whistleblower Guideline, the Bank encourages employees to report any violation of the code of conduct and practices through a variety of channels, such as e-mail, digital platform, mail, and telephone. The Bank's Whistleblower Confidentiality Policy protects the identity of whistleblowers as well as ensures a systematic process to handle complaints. Upon receiving a complaint, the Bank appoints a Fact Finding Committee to promptly conduct an investigation, report findings to the Disciplinary Committee for a decision, and keep the Audit Committee informed of the outcomes and progress on a quarterly basis. In 2018, there were 58 cases of

complaints, 43 of which were work-related negligence or mistakes and 15 cases were related to fraud and breach of confidence. All but one of these cases have been investigated and addressed while the single remaining case is under consideration.

The Bank has carefully considered and taken appropriate disciplinary action against employees who have committed a violation. For negligence cases, the Bank has given written warnings and salary cuts to 7 employees. For cases related to fraud and breach of confidence, 6 employees were asked to leave or had their employment terminated for cause.

Whistleblowing and Complaint Handling Procedure



1. An employee or an external person reports a concern or files a complaint through:
 - E-mail: whistleblower@scb.co.th
 - Governance Risk Compliance (GRC) system via the Intranet
 - 7OR channel through SCB Connect account on LINE Application
 - Mail to P.O. Box 177, Jatujak Post Office 10900
 - Telephone: 0-2544-2000



2. The case is forwarded to the Committee who investigates and gathers evidence.



3. If the complaint is valid, related functions will set up an investigation committee in accordance with the Bank's regulations.



4. The Bank monitors the resolution and makes further improvement on internal processes and operations.

Business Code of Conduct

In 2018, the Bank revised its code of conduct to provide clear behaviour guidelines for management and employees by adding practices on market conduct and no gift policy as well as clarifying governance roles and responsibilities of committees and management. To demonstrate the Bank's commitment in conducting business with integrity and responsibility for all stakeholders, the Audit Committee consisting entirely of independent directors, oversee compliance with rules and regulations, the Bank's code of conduct, and business ethics.

The same standards of integrity and social responsibility are also expected of the Bank's suppliers. To promote social and environmental responsibility along with ethical business practices among suppliers, the Bank has developed and communicated SCB Supplier Code of Conduct to suppliers. The Supplier Code of Conduct requires suppliers to conduct business with integrity, respect for human rights, and concern for occupational health, safety, and environment. A supplier's written acknowledge and compliance with the Supplier Code of Conduct are required prior to commencing their work with the Bank. Periodic assessment of supplier practices against the SCB Supplier Code of Conduct are also performed.

Anti-Money Laundering

The Bank focuses on improving its operations relating to Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction to align with business context in the digital age as well as changes in

laws and global practices. To this end, the Bank continues to use technologies to improve its operational systems such as Know-Your-Customer, and processes to be up-to-date and optimally efficient.

Transaction Reporting System

In 2018, the Bank introduced the Automated Anti-Money Laundering Transaction Monitoring System (AMLTMS) for monitoring and reviewing customers' transactions in accordance with the relevant laws based on explicitly specified conditions and guidelines, such as account surveillance for self-employed customers, customers with low or no income, suspicious ATM/CDM transactions, suspicious internet banking transactions that do not align with the reported occupation or income etc.

If transactions are found to be suspicious or inconsistent with the customer's income and occupation, AMLTMS will perform analysis and customer due diligence in accordance with the Anti-Money Laundering Act and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act. The Systems will then accurately, efficiently, and promptly report suspicious transactions to the Anti-Money Laundering Office as required by law. In addition, the Bank also uses the SAS® Transaction Monitoring system to facilitate transaction reporting to the Anti-Money Laundering Office (AML) in a complete, accurate, and timely fashion.

Know-Your-Customer Innovation

The Bank has developed an electronic Know-Your-Customer system (e-KYC) for new customers, an innovation that allows customers to open a bank account without a need to visit a bank branch network. With this innovation, customers can open a bank account using their passports aided by near-field communication (NFC) technology embedded in their mobile phones to verify passport photos with facial recognition. This technology helps the Bank minimise errors in the KYC process.

Moreover, the Bank has collaborated with the Bank of Thailand, the Thai Bankers Association and other related agencies on the National Digital ID initiative to raise the KYC/CDD standard for banking or government services and help streamline back-office processes for customers of financial institutions. This initiative allows financial institutions access to reliable data sources to facilitate KYC compliance.

Examples of new operating system and tool

Startbiz facilitates the KYC process, identifies true beneficiaries and assesses the customer's risk profile which help streamline the process with accurate information retrieved from the Department of Business Development in real time. This database integration capability makes the Know-Your-Customer/Customer Due Diligence (KYC/CDD) process fast and convenient, as well as minimising errors in identifying true beneficiaries according to Anti-Money Laundering laws.

iOnboard is a retail customer onboarding system which is accessible on an iPad anywhere anytime. The Bank has integrated its database with the Ministry of Interior's civil registration to verify the status of national ID cards through smart card readers and store customers' photographs in the system for future authentication.

AML/CFT Communication and Training

The Bank has organised training on Anti-Money Laundering, Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CFT) for management and employees throughout the organisation. Relevant laws and practices are also communicated through the Bank's circular letters and notifications to ensure that SCB employees

are well-informed on, for instance, AML/CFT laws, regulations, and announcements, roles of financial institutions, and customer due diligence procedure, and can then apply the knowledge to perform their duties with confidence. The Bank also provides this information in the form of classroom and e-learning with content that is concise and easy to understand.

AML/CFT Training Courses



Preparatory Training for Investment Banking Managers and Business Managers

Target Group:

Investment banking managers and business managers

1,303 Persons completed the training



Preparatory Training for Branch Managers

Target Group:

Branch managers

257 Persons completed the training



AML/CFT Basic Knowledge through e-Learning

Target Group:

All employees

25,737 Persons completed the training

Note: Information as of December 2018

Market Conduct

Market conduct is one of the Bank's top priorities which is critical for building customer confidence and trust in SCB products and services. As such, the Bank adopts a zero-tolerance policy to prevent any regulatory violations with established rules,

regulations, and measures to build a culture in which every employee upholds the code of conduct and ethical practices by acting in customers' best interests and never taking advantages of uninformed customers.

SCB Market Conduct Principles



Build customer confidence in the Bank's market conduct guideline and practice



Ensure convenient services that solve customer pain points to the best of one's ability



Act as an advisor by giving product and service recommendations that truly meet customer needs



Consider it every employee's obligation to ensure that customers know and understand their rights to the Bank's products and services



Develop and offer products and services with customer benefits

In 2018, the Bank incorporated market conduct practices into SCB's Financial Group Code of Conduct which are aligned with the Bank of Thailand's market conduct regulations. The Bank

also set up a wealth governance with a key responsibility in ensuring compliance on market conduct for every related business unit.

Wealth Governance Function

Market Conduct Team

Set up an organisational structure to manage market conduct guideline and practice; oversee sales process, sales personnel compensation and product development; as well as reviewing, making recommendations, and monitoring performance.

Sales Governance Team

Monitor and control end-to-end sales process to ensure compliance with the Bank's policies, regulations, practices as well as overseeing sales and service quality assurance, customer data management, and surveillance to prevent any non-compliant occurrences.

Wealth Operational Risk Team

Manage operational risk by collecting and reporting data on incident as well as identifying ways to prevent future incidents.

6 Strategies Underpinning the Zero-Tolerance Policy



Setting up Wealth Governance function with a key responsibility of overseeing the overall compliance with market conduct regulations.

Enforcement and disciplinary measures have been in effect since 2018 and have been communicated to all relevant employees. The Bank has issued a warning notice to the branches that have been found to violate the market conduct guidelines.

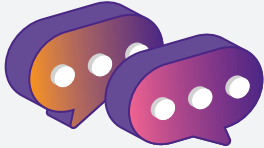
A revolution of bank wide communication focuses on educating and communicating to employees on market conduct regulations as well as creating customer-service scripts for employees to maintain service quality standards and avoid giving customers information that may constitute a violation of market conduct regulations. Every sales employee must sign a legally binding compliance agreement and received an accredited certification for market conduct training.

End-to-end sales process improvement: The Bank has reviewed and improved the sales process for insurance, mutual fund products as well as sales materials for residential mortgages to be customer-centric. The Bank has developed tools like iPlan for needs-based analysis and offer a wide range of after-sales service channels to handle compensation claims.

Sales and service quality assurance: The Bank commissions third-party inspectors to perform anonymous service inspection (mystery shopping and call back) for regulatory compliance.

Continuous improvement: Senior management is responsible for improving market conduct guideline and practices and ensure that business processes are aligned with the guideline.

Key Performance on Market Conduct



Sales managers communicate with employees on market conduct regulations as part of their morning routine.



More than 1,117 SCB branches nationwide had been inspected by third-party examiners on market conduct for fire insurance and life insurance products.



80% of the Bank's employees completed training on market conduct regulations.

Lesson Learned on Market Conduct Practices

The Bank of Thailand imposed a fine on SCB from the business conduct in 2017 for providing no option for customers to buy insurance other than specific company which was considered a non-compliance against the Bank of Thailand's notification. From such incident, the Bank understood and accepted the mistake and had settled the fine in the amount of Baht 3.21 million. In 2018, the Bank had tightened

its market conduct practices by setting out a clear market conduct strategy and governance structure and providing related training and communication to employees throughout the organisation. The Bank has also reviewed and improved its work process to comply with every relevant regulation to ensure that there will be no reoccurrence of misconduct and violation of the Bank of Thailand's notification.

Awards and Recognitions

Best Bank

- The Banker (UK)
- The Asset (H.K.) (11th year)
- Finance Asia (H.K.) (8th year)
- Alpha Southeast Asia (H.K.)
- AsiaMoney - New Silk Road Finance Awards 2018 (H.K.) (2nd consecutive year)
- Ranked No.1 among Thai Commercial Banks from Forbes (U.S.) and by Thailand's Top Corporate Brand Value - Hall of Fame 2018 (Banking) by Chulalongkorn University's Faculty of Commerce and Accountancy (for being the Top Brand for 6th consecutive year)

Sustainability, Corporate Social Responsibility and Corporate Governance Awards

- Asia's Best CEO (2nd consecutive year) from Corporate Governance Asia (H.K.)
- Asia's Best CFO (7th consecutive year) from Corporate Governance Asia (H.K.) and Best Investor Relations (9th consecutive year) from Corporate Governance Asia (H.K.)
- Sustainability Report Award 2018, Best Category from CSR Club Thai Listed Companies Association, Thailand
- 2018 SET Sustainability Awards
- Outstanding Category for companies with market capitalisation over Baht 100,000 Million
- Inclusion in the 2018 Thailand Sustainability Investment Index, selected by the Stock Exchange of Thailand
- Inclusion in the Dow Jones Sustainability Indices 2018 (DJSI 2018) in the banks sector of the World Index and Emerging Markets Index
- Received AA rating for consecutive year from MSCI ESG Rating for banking industry
- Inclusion in the 2018 FTSE4Good sustainability index for the FTSE4Good Emerging Index, banking industry, assessed by FTSE Russell
- Received a B rating on CDP Climate Change Program from CDP

Sustainability Performance

Economic Performance

Economic Performance GRI 102-7, GRI 201-1

Performance	Unit	2015	2016	2017	2018
Net operating income	Baht billion	137.3	133.3	136.2	138.2
Total assets	Baht billion	2,774	2,913	3,024	3,187
Market capitalization	Baht billion	406	518	510	454
Total operating expense	Baht million	48,797	51,644	57,650	64,639
Borrowings	Baht million	121,164	106,838	78,538	107,561
Net profits	Baht million	47,182	47,612	43,152	40,068
Employee's expenses	Baht million	22,379	24,597	27,488	29,347
Return on Equity (ROE)	%	15.9	19.7	12.4	10.8
Return on Asset (ROA)	%	1.7	1.7	1.5	1.3
Number of oversea office and branch	Office/Branch	8	8	8	9
Number of branch in Thailand	Branch	-	1,170	1,153	1,019

Energy Consumption within the Organisation GRI 302-1

Performance	Unit	2015	2016	2017	2018
Total energy consumption	MWh	50,955	52,610	52,246	50,215
Electricity purchased	MWh	50,810	52,474	52,187	50,138
Diesel purchased	Litres	14,291	14,800	5,800	7,600

Greenhouse Gas Emissions GRI 305-1, GRI 305-2

Performance	Unit	2015	2016	2017	2018
Total direct greenhouse gas emissions (GHG Scope 1)	Tonne CO ₂ e	39	40	16	21
Total indirect greenhouse gas emissions (GHG Scope 2)	Tonne CO ₂ e	24,797	22,459	22,023	20,406

Water Withdrawal GRI 303-1

Performance	Unit	2015	2016	2017	2018
Total tap water purchased	Million m ³	0.37	0.39	0.37	0.42

Waste Disposal GRI 306-2

Performance	Unit	2558	2559	2560	2561
Waste disposal	Tonne	7,800	6,488	5,484	6,099

Business Travel

Performance	Unit	2015	2016	2017	2018
Total business travel by air	km	11,389,554	16,102,972	28,230,326	24,590,432
Fuel for company vehicle	kl	-	-	3,960	4,811

Social Performance

Total Employee GRI 102-7, GRI 102-8

Performance	Unit	2015		2016		2017		2018	
		Male	Female	Male	Female	Male	Female	Male	Female
Total employee	Persons	6,977	15,240	7,600	17,209	8,077	19,419	7,879	18,872
		22,217		24,809		27,496		26,751	
By Contract Type									
Permanent Employee	Persons	6,902	15,163	7,490	17,122	7,779	18,765	7,568	18,020
Contract Employee	Persons	75	77	110	87	298	654	311	852
By Category									
Executive	Persons	51	20	54	30	53	34	49	34
Management	Persons	1,315	998	1,431	1,233	1,530	1,498	1,571	1,503
Non-management	Persons	5,611	14,222	6,115	15,946	6,494	17,887	6,259	17,335
Management in revenue generating function	Persons	933	603	993	737	1,033	873	1,074	911
By Age									
X ≤ 30	Persons	1,273	6,244	1,442	7,250	1,661	8,381	1,374	6,989
30 < X ≤ 40	Persons	1,960	5,973	2,410	6,700	2,601	7,479	2,626	8,018
40 < X ≤ 50	Persons	2,210	2,545	2,116	2,714	2,022	2,907	1,945	3,085
50 < X ≤ 60	Persons	1,515	475	1,608	539	1,775	647	1,908	772
X > 60	Persons	19	3	24	6	18	5	26	8

New Employee GRI 401-1

Performance	Unit	2015		2016		2017		2018	
		Male	Female	Male	Female	Male	Female	Male	Female
Total employee turnover	Persons	779	2,676	1,508	4,127	1,226	4,239	783	1,828
		3,455		5,635		5,465		2,611	
Employee turnover rate	%	11.17	17.81	20.49	25.66	15.83	23.45	9.80	9.59
		15.70		24.04		21.17		9.65	
By Age									
X ≤ 30	Persons	514	2,278	733	3,314	764	3,450	356	1,114
30 < X ≤ 40	Persons	187	330	601	657	347	639	323	586
40 < X ≤ 50	Persons	54	64	144	142	89	128	74	115
50 < X ≤ 60	Persons	9	3	21	10	25	20	20	9
X > 60	Persons	15	1	9	4	1	2	10	4

Employee Turnover GRI 401-1

Performance	Unit	2015		2016		2017		2018	
		Male	Female	Male	Female	Male	Female	Male	Female
Total employee turnover	Persons	858	2,350	884	2,159	753	2,024	978	2,376
		3,208		3,043		2,777		3,354	
Employee turnover rate	%	12.30	15.64	12.01	13.42	9.72	11.20	12.25	12.46
		14.58		12.98		10.75		12.40	
By Type									
Voluntary employee turnover	Persons	701	2,248	690	2,071	567	1,892	800	2,216
		2,949		2,761		2,459		3,016	
Voluntary employee turnover rate	%	10.05	14.96	9.38	12.87	7.32	10.47	10.02	11.62
		13.40		11.78		9.52		11.15	
Involuntary employee turnover	Persons	157	102	194	88	186	132	178	160
		259		282		318		338	
Involuntary employee turnover rate	%	2.25	0.68	2.64	0.55	2.40	0.73	2.23	0.84
		1.18		1.20		1.23		1.25	
By Age									
X ≤ 30	Persons	329	1,608	359	1,474	321	1,429	390	1,441
30 < X ≤ 40	Persons	265	603	249	559	221	483	332	722
40 < X ≤ 50	Persons	118	86	122	83	75	76	100	150
50 < X ≤ 60	Persons	75	21	59	19	50	17	68	30
X > 60	Persons	71	32	95	24	86	19	88	33

Absenteeism GRI 403-9

Performance	Unit	2015	2016	2017	2018
Total absenteeism days (including sickness and injuries leave)	Days	55,022	58,618	54,701	58,967
Absenteeism rate (including sickness and injuries leave)	%	0.97	0.93	0.81	0.90

Occupational Health and Safety GRI 403-9, GRI 403-10

Performance	Unit	2015	2016	2017	2018
Rate of fatalities as a result of work-related injury	Cases per million hours worked	-	-	-	0
Rate of recordable work related injuries	Cases per million hours worked	-	-	-	0.02
Recordable work-related ill health	Cases	-	-	-	0

Training & Development GRI 404-1

Performance	Unit	2015	2016	2017	2018
Average hours of training	Hour/employee	54	63	62	71
By Gender					
Female	Hour/employee	57	68	67	75
Male	Hour/employee	59	53	48	61
By Category					
Executive	Persons	31	56	41	100
Management	Persons	57	53	52	70
Non-management	Persons	64	73	74	71

Remark: employee category has been adjusted in 2018 in addition of introduction of leadership courses for executives along with various online training courses resulting in increasing of average hours of training in most category

Note to Sustainability Performance

Environment

Energy Consumption

Total energy consumption as reported in this Sustainability Report covers electricity consumption, diesel consumption of standby generators and fire pumps. There are other remaining sources of energy consumption that were not included in this report this year, such as the electricity consumption of the Bank branch network and ATMs. The Bank will continue to revisit the reporting scope every year to continuously improve on the quality and transparency of disclosed information on environmental performance.

Diesel Consumption

The scope of reporting for diesel consumption covers diesel consumption through tests of standby generators and fire pumps installed at the SCB Head Office, SCB Information Centre, and SCB buildings at Chaengwattana and Chidlom. Data on diesel purchases was then used instead of real consumption data, as the two normally do not bear any significant difference. Data on purchased diesel was, in turn, collected from invoices sent by suppliers during the reporting period.

Fuel Consumption from Bank's Vehicles

Data on fuel consumption from the Bank's vehicles covers fuel consumption for vehicles used, managed and are under the Bank's main operations. Data was collected from fleet cards and invoices submitted by suppliers such as the Shell Company of Thailand.

Electricity Consumption

SCB uses electricity in its business operations and supporting activities, including but not limited to lighting, business equipment, air conditioners, and other electrical appliances. The scope of reporting for electricity consumption covers the SCB Head Office, SCB Information Centre, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower and All Seasons Place. Data was collected from invoices sent by suppliers such as Metropolitan Electricity Authority and the buildings' lease owners.

Direct GHG Emissions (GHG Scope I)

The scope of reporting for direct GHG emissions (Scope I) covers sources owned or controlled by SCB. This year, that includes purchased diesel. The sum of that quantity was then multiplied with the Emission Factor, in reference to the Intergovernmental Panel on Climate Change (IPCC) 2006.

Indirect GHG Emissions (GHG Scope II)

Indirect GHG emissions (GHG Scope II) come from activities related to the Bank's business operations that are beyond the direct control of the Bank. Sources of indirect GHG emissions include electric currents used at SCB Head Office, SCB Information Center, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower and All Seasons Place. GHG emissions were

calculated at 0.407 tonnes of GHG per megawatt-hour (MWh), in reference to Thai Power Development Plan B.E. 2558-2579 (PDP 2015).

Water Consumption

SCB's water consumption consists exclusively of tap water. The scope of reporting for water consumption covers operations at SCB Head Office, SCB Information Centre, SCB buildings at Chaengwattana and Chidlom, SCB SC Tower, G Land Tower, Belle Grand Tower and All Seasons Place. Data was collected from invoices sent by the Metropolitan Waterworks Authority and the buildings' lease owners.

Air travel

The scope of reporting for air travel related to Bank activities covers SCB Head Office and all branches. Data on air travel was collected from travel reports and summaries, and invoices sent by ticket agency.

Waste Management

The amount of waste managed and disposed is a proportion of waste produced through the activities and operations of SCB. The scope of reporting covers SCB Head Office. The data reported derives from the calculation of the amount of the used garbage bags and weight of estimated disposed waste per bag.

Society

Employee Leave

The Bank uses a human resources management system to record and approve employee leave. Employees are also required to fill in online form to request leave. This system allows the Bank to access data to determine the number of employee sick leave days and frequency of work-related injuries of the year. In addition, special request for sick leave beyond quota could be submitted to their line manager.

Training

SCB records employee training through a computerised system. The training is categorised into four types including electronic learning, in-housed, external, and overseas training. The data reported in this report covers only that SCB's performance.

GRI Content Index

General Disclosures

GRI Standards	Disclosure	Page/Link/Comment
GRI 102: General Disclosures 2016		
Organisational profile		
102-1	Name of the organisation	16
102-2	Activities, brands, products, and services	17
102-3	Location of headquarters	16
102-4	Location of operations	16
102-5	Ownership and legal form	10, 16
102-6	Markets served	16-17
102-7	Scale of the organisation	16, 28-29, 32-33
102-8	Information on employees and other workers	126
102-9	Supply chain	8-9
102-10	Significant changes to the organisation and its supply chain	There was no significant change regrading the organisation's size, structure, ownership, or supply chain in 2018
102-11	Precautionary principle or approach	78-80, 82-84, 85-87, 105-108
102-12	External initiatives	Sustainable Development Goals, Dow Jones Sustainability Indices, CDP, Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), The Equator Principles, FTSE4Good Index
102-13	Membership of associations	Thai Bankers' Association (TBA), Thai Bond Market Association (ThaiBMA), Thai Financial Planners Association (TFPA)
Strategy		
102-14	Statement from senior decision-maker	4-7
Ethics and integrity		
102-16	Values, principles, standards, and norms of behaviour	16, 20, 64-67
Governance		
102-18	Governance structure	102-103
Stakeholder engagement		
102-40	List of stakeholder groups	11-14
102-41	Collective bargaining agreements	74
102-42	Identifying and selecting stakeholders	11
102-43	Approach to stakeholder engagement	12-14
102-44	Key topics and concerns raised	12-14
Reporting practice		
102-45	Entities included in the consolidated financial statements	10
102-46	Defining report content and topic boundaries	10-11
102-47	List of material topics	14
102-48	Restatements of information	There was no significant change from the previous reporting period
102-49	Changes in reporting	There was no significant change from the previous reporting period
102-50	Reporting period	10
102-51	Date of most recent report	10 (March 2018)
102-52	Reporting cycle	10
102-53	Contact point for questions regarding the report	138
102-54	Claims of reporting in accordance with the GRI Standards	10
102-55	GRI content index	132-135
External assurance		
102-56	External assurance	136-137

Topic-Specific Disclosures

GRI Standards	Disclosure	Page/Link/Comment
Cyber Security		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	112-115
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customers privacy and losses of customer data	114
Customer Expansion		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	42-45
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	32-33, 42-45, 124
Products & Services/ Customer Experience		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	38-41
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
Digital Technology		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	46-49
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
Talent Attraction & Retention		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	58-63
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	127-128
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	72-73
People Capabilities/ Workforce Planning		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	54-57
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	57, 129
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GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	64-67
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

GRI Standards	Disclosure	Page/Link/Comment
Corporate Governance		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	102-104
103-3	Evaluation of the management approach	
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	122
Market Conduct		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	120-122
103-3	Evaluation of the management approach	
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	122
Responsible Lending		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	78-81
103-3	Evaluation of the management approach	
GRI Sector Disclosures: Financial Sector		
G4-FS7	Monetary value of products and services designed to deliver a specific designed to deliver a specific social benefit for each business line broken down by purpose	88-89
G4-FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	79, 85-87
Anti-corruption & Bribery		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	116-117
103-3	Evaluation of the management approach	
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	116-117
205-2	Communication and training about anti-corruption policies and procedures	116
205-3	Confirmed incidents of corruption and actions taken	117
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GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	105-111
103-3	Evaluation of the management approach	
Brand Management		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	50-51
103-3	Evaluation of the management approach	
Climate Change Risk & Opportunity		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	85-87
103-3	Evaluation of the management approach	
GRI 201: Economic Performance 2016		
201-2	Financial implications and other risks and opportunities due to climate change	85-87

GRI Standards	Disclosure	Page/Link/Comment
Financial Inclusion & Financial Literacy		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
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103-3	Evaluation of the management approach	
GRI Sector Disclosures: Financial Sector		
G4-FS13	Access points in low-populated or economically disadvantaged areas	88-89
Operational Eco-efficiency		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	82-84
103-3	Evaluation of the management approach	
GRI 302: Energy 2016		
302-1	Energy consumption within the organisation	82, 124, 130
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302-4	Reduction of energy consumption	82, 124, 130
GRI 303: Water 2016		
303-1	Water withdrawal by source	82, 125, 131
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	82, 125, 130
305-2	Energy indirect (Scope 2) GHG emissions	82, 125, 130-131
305-5	Reduction of GHG emissions	83, 125, 130
GRI 306: Effluents and Waste 2016		
306-2	Waste by type and disposal method	82, 125, 131
Anti-Money Laundering		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	118-119
103-3	Evaluation of the management approach	
Employee Health & Safety		
GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	68-73
103-3	Evaluation of the management approach	
GRI 403: Occupational Health and Safety 2016		
403-2	Type of injury and rates of injury, occupational diseases, lost day, and absenteeism, and number of work-related fatalities	68, 70
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GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	92-99
103-3	Evaluation of the management approach	
GRI 203: Indirect Economic Impacts 2016		
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GRI 103: Management Approach 2016		
103-1	Explanation of the material topic and its boundary	
103-2	The management approach and its components	74-75
103-3	Evaluation of the management approach	

Independent Assurance



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INDEPENDENT LIMITED ASSURANCE REPORT ON SUSTAINABILITY REPORT 2018

To President
The Siam Commercial Bank Public Company Limited

The Siam Commercial Bank Public Company Limited (“the Bank”) has engaged Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd. (“we” or “us”) to perform limited assurance procedures on selected subject matter (“the Subject Matter”) for the year ended December 31, 2018 presented in the Sustainability Report 2018 (“the Sustainability Report”) in accordance with the reporting criteria (“the Criteria”).

Subject Matter

The selected Subject Matter chosen by the Bank comprises:

- a) Environmental dimension performance indicators expressed numerically
 - o Energy consumption (megawatt-hour and litres) (page 124)
 - o Greenhouse gas emissions scope 1 & 2 (tonnes) (page 125)
 - o Water withdrawal (million cubic metres) (page 125)
 - o Total travel for business purpose (kilometres and kilolitres) (page 125)
- b) Social dimension performance indicators
 - o Average hours of training per year per employee (page 129)
 - o Total absenteeism rate (including sickness and injuries leave) (page 129)

Criteria

The selected Subject Matter above included in the Sustainability Report has been assessed according to the reporting principle prepared by the Bank in “Notes to Sustainability Performance” section (page 130 - 131) which has been influenced by the Sustainability Reporting Standards - Core issued by the Global Reporting Initiative (GRI Standards).

Basis of our work and level of assurance

We carried out limited assurance in accordance with International Standard on Assurance Engagements 3000 (“ISAE 3000”) “Assurance Engagements other than Audits or Reviews of Historical Financial Information” and, International Standard on Assurance Engagements 3410 (“ISAE 3410”) “Assurance Engagements on Greenhouse Gas Statements”.

To achieve limited assurance ISAE 3000 and ISAE 3410 require that we review the process and systems used to compile the areas on which we provide assurance. It does not include detailed testing of source data or the operating effectiveness of processes and internal controls. Therefore, the work for a limited assurance engagement is less detailed than for a reasonable assurance engagement.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We have applied International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedure regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Inherent limitation

Inherent limitation exists in all assurance engagements due to the selective testing of the information being examined. Therefore fraud, errors or non-compliance may occur and not be detected. Additionally, non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods used for determining, calculating and estimating such data. Greenhouse gases quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Deloitte Touche Tohmatsu Jaiyos Audit

ดีลอยท์ ทูเช่ โทมัทสึ ไชยยศ สอบบัญชี

Key assurance procedures

Considering the risk of material error, we planned and performed the work to obtain all the information and explanations considered necessary to provide sufficient evidence to support our assurance conclusion.

The assurance procedures included the following work:

- interviewing the Bank's management and those with operational responsibility for performance in the areas we are report on
- visiting Head Office of the Bank
- completing analytical procedures
- reviewing the appropriateness of management review and reporting processes
- performing testing of selected data on sampling basis, and
- reviewing the process for consolidating data at the bank level

As a limited assurance engagement generally comprises of making enquiries, primarily of management, and applying analytical procedures and the work for a limited assurance engagement is less detailed than for a reasonable assurance engagement.

Respective responsibilities of the Management and Independent assurance provider

The management of the Bank is responsible for the preparation of the Sustainability Report which is accordance with the Sustainability Reporting Standards - Core issued by the Global Reporting Initiative (GRI Standards), where relevant and determining the adequacy of the Criteria to meet the reporting needs of the Bank. Management's responsibility also includes designing, implementing and maintaining of internal control system relevant to the preparation and fair presentation of the selected Subject Matter that is free from material misstatement, whether due to fraud or error.

Our responsibility is to independently express limited assurance opinion in according with ISAE 3000 and ISAE 3410 on the selected Subject Matter.

Limitation of Use

This report has been prepared in accordance with our engagement terms, solely for the Board of Director as a body, for the purpose of reporting on the selected Subject Matter within the Sustainability Report. To the fullest extent permitted by the law, we do not accept or assume responsibility to anyone other than the Board of Director for our work or for this report, or for any other purpose other than that for which this report was prepared.

Our assurance opinion

Based on the work described above, nothing has come to our attention that causes us to believe that the selected Subject Matter for the year ended December 31, 2018 included in the Sustainability Report has not been prepared, in all material respects, in accordance with the Criteria.



Suwatchai Meakhaamnouychai
Partner
Deloitte Touche Tohmatsu Jaiyos Audit Co., Ltd.

Bangkok, Thailand
March 4, 2019

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Reader's Survey

SIAM COMMERCIAL BANK SUSTAINABILITY REPORT 2018

Your suggestions will be incorporated in the improvement of the future SCB Sustainability Report.
SCB highly appreciates your valuable feedback.

Please mark X or provide comments or suggestions in the space provided.

1. Which stakeholder group(s) are you identified as?

- | | | |
|---|-----------------------------------|------------------------------------|
| <input type="checkbox"/> Shareholder/Investor | <input type="checkbox"/> Customer | <input type="checkbox"/> Community |
| <input type="checkbox"/> Employee | <input type="checkbox"/> Supplier | <input type="checkbox"/> Academic |
| <input type="checkbox"/> Government | <input type="checkbox"/> Media | <input type="checkbox"/> Student |
| <input type="checkbox"/> Others (Please describe) _____ | | |

2. What is the reason for your interest in SCB Sustainability Report 2018

- To know more about SCB as an organisation
- To obtain investment information
- For the purpose of research/education
- To prepare your Sustainability Report (or Corporate Social Responsibility Report)
- Others (Please specify) _____

3. Please rate your level of satisfaction for the SCB Sustainability Report 2018

- | | | | | |
|--------------------------------|-------------------------------|---------------------------------|------------------------------|--|
| Completeness of the report | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Needs improvement |
| Topics presented in the report | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Needs improvement |
| Interesting content | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Needs improvement |
| Easy to understand | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Needs improvement |
| Report design | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Needs improvement |
| Overall satisfaction | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Low | <input type="checkbox"/> Needs improvement |

4. Which of SCB's sustainability topics are you interested in?

- | | |
|--|---|
| <input type="checkbox"/> Customer Expansion and Customer Experience | <input type="checkbox"/> Digital Technology |
| <input type="checkbox"/> Cyber Security | <input type="checkbox"/> Corporate Governance, Compliance and Risk Management |
| <input type="checkbox"/> Market Conduct | <input type="checkbox"/> Responsible Lending |
| <input type="checkbox"/> Operational Eco-efficiency | <input type="checkbox"/> Climate Change Risk & Opportunity |
| <input type="checkbox"/> People Capabilities/ Workforce Planning and Talent Attraction | <input type="checkbox"/> Financial Inclusion and Financial Literacy |
| <input type="checkbox"/> Anti-Money Laundering, Corruption and Bribery | <input type="checkbox"/> Empowering Community & Society |
| <input type="checkbox"/> Employee Health, Safety and Wellbeing | <input type="checkbox"/> Labor Rights |
| <input type="checkbox"/> Culture and Mindset | <input type="checkbox"/> Brand Management |
| <input type="checkbox"/> Others (Please specify) _____ | |

5. Please provide further comments and/or suggestions (if any)

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